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The INSCOM Journal (ISSN 0270-8906) is published quarterly by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

The INSCOM Journal is the unofficial command information publication authorized under the provisions of AR 360-1. It serves the members of INSCOM and other members of the intelligence community as well as the warfighter. Circulation is 5,000 copies per issue. Opinions expressed herein do not necessarily represent those of HQ, INSCOM or Department of the Army. Unless stated, INSCOM Journal articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the INSCOM Journal with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Send manuscripts, photos and correspondence to HQ, INSCOM, ATTN: IAPE-PA, INSCOM Journal, 8825 Beulah Street, Fort Belvoir, VA 22060-5246. Phone AC (703) 706-1327 or DSN 235-1327.

FAX: AC (703) 806-1164 or DSN 656-1164.

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<http://www.inscom.army.mil>

INSCOM JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Volume 24, No. 2

Spring 2001

Front Cover

This issue marks the assumption of command by Brig. Gen. Keith B. Alexander, the 10th commanding general of the U.S. Army Intelligence and Security Command. Previous commanders, from top right, are Maj. Gen. William I. Rolya—January 1977 to March 1981; Maj. Gen. Albert N. Stubblebine III—May 1981 to June 1984; Maj. Gen. Harry E. Soyster—June 1984 to November 1988; Maj. Gen. Stanley H. Hyman—November 1988 to October 1990; Maj. Gen. Charles F. Scanlon—October 1990 to August 1993; Maj. Gen. Paul E. Menoher Jr.—August 1993 to September 1994; Brig. Gen. Trent N. Thomas—September 1994 to August 1996; Maj. Gen. John D. Thomas Jr.—August 1996 to July 1998; and Maj. Gen. Robert W. Noonan Jr.—July 1998 to July 2000.

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View from the top

Challenges big and small define us in exciting times

By Brig. Gen. Keith B. Alexander

I'm delighted and proud to be chosen as your commander and the 10th commanding general of INSCOM. Commanding the Army's Operational Intelligence Force is a career-long endeavor for me.

People are our greatest assets, especially in the intelligence business, and all the people I've met here have shown you to be a world-class intelligence organization.

I've always been impressed with INSCOM's mission focus and the professionalism of its workforce. Over these first months of command, I've gotten out to visit our major subordinate commands, and it's evident to me why INSCOM holds an esteemed reputation among members of the intelligence community. Throughout the organization, I saw dedicated soldiers, civilians and contractors excelling in providing "space to mud" intelligence and information operations support to Army, joint and combined commanders.

In my years in military intelligence, I've seen INSCOM and its mission grow and evolve to meet the changing global environment. For almost three decades, you have superbly met our nation's increasing real-world defense requirements in the wake of ever-decreasing resources. You have proudly and loyally supported commanders

at all levels with the best possible intelligence support during peace, war and conflict.

We are embarking on exciting times for INSCOM and the Army, times that will present us with challenges big and small. But INSCOM is no stranger to transformation, and with each previous wave of change, you became stronger and more valued for what you do.

“Together, we must stay the course of excellence, while transforming INSCOM to meet Gen. Shinseki's transformation vision. Never has intelligence been in greater demand.”

Over the past several years, you have transformed INSCOM to truly become the Army's Operational Intelligence Force, but we need to take this one step further. I ask each of you to work with your commander and staff to evolve our support to the theaters. Specifically, I have asked your commanders to help lay down how our globally focused units provide support to our current and evolving theater brigades.

We need to take a hard look at how we conduct "full spectrum" intelligence preparation of the battlefield with a focus on counterterrorism, crime and corruption, "mugs, thugs and wackos,"



Brig. Gen. Keith B. Alexander

and counterintelligence. We also must take information operations from a bumper sticker to a tool operational commanders can use. In all of this, we need to continue to train our workforce and evolve our world-class organization.

Together, we must stay the course of excellence, while transforming INSCOM to meet Gen. Shinseki's transformation vision. Never has intelligence been in greater demand.

Finally, I encourage you to have fun in your work but to take what you do seriously and know that it makes a difference.

I am enthusiastic about working with the outstanding men and women of INSCOM, and I know that we're going to continue accomplishing great things for our Army and our nation.

A handwritten signature in dark ink that reads "K. B. Alexander".



CSM's Corner

Remain focused and determined in achieving retention objectives

By Command Sgt. Maj.
Ronald D. Wright

The recruiting and retention force is designed to provide and sustain the Army with qualified personnel and reduce attrition to support the five pillars of defense, the Army Organizational Life Cycle model, the Secretary of the Army's vision and National Military Strategy in accordance with Defense Planning Guidance.

Retention directly impacts Army end strength. Through the great efforts of the leaders in our command we were able to achieve INSCOM's retention objectives for the second quarter of fiscal year 2001. This is a milestone achievement and is reflective of the officers' and NCOs' engagement in the retention process of INSCOM soldiers.

Competition for our well-trained soldier in the civilian job market and institutions of higher learning have created challenges to achieving our retention objectives. We must remain focused and determined in our efforts to retain INSCOM soldiers. A recent survey of soldiers eligible to separate indicated that soldiers were willing to remain in the Army when they believed that their concerns about quality of life issues, pay, retire-

ment and, most importantly, leadership were the same concerns of their leaders, military and civilian.

“We must remain focused and determined in our efforts to retain INSCOM soldiers. I ask that all leaders get involved.”

As we begin the third quarter, I ask that all leaders get involved. That means going back to basics. Educate your soldiers on the benefits of an Army career. Use your career counselor for the latest information on the Army's retention program.

This is our watch and we have a commitment to ensure the Army retains its best and brightest soldiers. INSCOM's G1 Retention Office is always ready to provide assistance when needed to keep a quality soldier in the Army. Make a commitment that no quality soldier shall separate from your unit until the chain of command and NCO support channel have addressed the



CSM Ronald D. Wright

soldier's concerns. If the soldier cannot be persuaded to reenlist ask him or her to transition into the Reserve Component; we have many vacancies available in units throughout the world.

We are totally committed to achieving our assigned objectives. I am extremely confident we will be successful in keeping quality INSCOM soldiers. These soldiers will replace us and lead INSCOM in the future.

Once again thanks for a great job in the second quarter, and let's continue this success for the remainder of FY 2001.

Ronald D. Wright



Assumption of Command

Alexander becomes 10th INSCOM commander

Brig. Gen. Keith B. Alexander assumed command of the U. S. Army Intelligence and Security Command in a ceremony Feb. 15 at Fort Belvoir, Va. He became the 10th commanding general to take the reins of the major command known as the Army's global operational intelligence force.

Lt. Gen. Robert W. Noonan Jr., Army deputy chief of staff for intelligence, officiated at the ceremony. INSCOM Command Sgt. Maj. Ronald D. Wright handed the INSCOM flag to Noonan, who passed it to Alexander to symbolize the assumption of command.

Alexander, addressing his troops for the first time, thanked Noonan for his leadership in the intelligence field. He also thanked the INSCOM acting commander, Col. Donald D. Woolfolk, for doing the job of two people: acting commander and deputy commander.

"It is an honor and a privilege to assume command of this great organization. Commanding the U.S. Army's



Incoming INSCOM commander Brig. Gen. Keith B. Alexander joins six of his predecessors (from left) Maj. Gen. Charles F. Scanlon (ret.); Maj. Gen. Harry E. Soyster (ret.); Maj. Gen. John D. Thomas Jr.; Alexander; Lt. Gen. Robert W. Noonan Jr.; Maj. Gen. Paul E. Menoher Jr. (ret.); and Brig. Gen. Trent N. Thomas (ret.). (Photo by T. Gardner)

intelligence operational force is indeed a career-long endeavor for me," said Alexander.

"The Army and our nation could not have been successful in our numerous military operations over the last two decades without INSCOM's efforts. You, the members of INSCOM, make it what it is: a key player in national security and military powers. Together, we at INSCOM will help forge the evolving force. I ask of you, the soldiers and civilians who make up this great organization, that which I demand of myself: the very best every day."

In his remarks, Noonan said the day began a new chapter in INSCOM history.

"From the Land of the Morning Calm to the Land of the Rising Sun; from the trade winds of Hawaii to the blowing sands of Kuwait; from peacekeeping in the Balkans to keeping America's forces secure here in CONUS and around the world, this

(INSCOM) is a world-class combination of strategic, operational and tactical units doing what America needs them to do: provide overwatch over a troubled world," he said.

"General Alexander brings with him an extremely impressive background and the promise of great potential," said Noonan. "His record speaks to excellence and points to why our Army Chief of Staff personally selected him for this command.

"He has served in our most demanding intelligence positions and has excelled in all of them. Along the way, he has earned the reputation as a visionary, caring officer who gets the best out of all his people and the organization as a whole. General Alexander is exactly the right officer to lead INSCOM into the 21st century. Keith, trust me, you're going to love this command," Noonan said.

Alexander succeeds Noonan as the INSCOM commanding general. Both



Brig. Gen. Keith B. Alexander, INSCOM commanding general (left), accepts congratulations from Maj. Gen. Alfonsa Gilley, assistant deputy chief of staff for intelligence (Individual Mobilization Augmentee) after Alexander's assumption of command ceremony. (Photo by T. Gardner)

Assumption of Command



Brig. Gen. Keith B. Alexander receives the INSCOM guidon from Lt. Gen. Robert W. Noonan Jr. (Photo by Bob Bills)

Alexander and Noonan completed tours as directors of intelligence at U.S. Central Command at MacDill Air Force Base, Fla., prior to commanding INSCOM.

Alexander has served in a variety of tours in Germany and the United States, including command of the Border Field Office, 511th Military Intelligence Battalion, 66th MI Group; 336th Army Security Agency Company, 525th MI Group; 204th MI Battalion; and the 525th MI Brigade. He

also served with the 1st Armored Division both in Germany and during Operations Desert Shield and Desert Storm in Saudi Arabia. He is a former deputy director for intelligence on the Joint Staff, Defense Intelligence Agency.



Col. Donald D. Woolfolk serves as commander of troops for the ceremony. (Photo by T. Gardner)

Brig. Gen. Alexander Biography

Brig. Gen. Keith B. Alexander assumed command of the U. S. Army Intelligence and Security Command at Fort Belvoir, Va., on Feb. 15, 2001.

He was born in Syracuse, N.Y., and entered active duty at the U. S. Military Academy at West Point, N.Y.

He previously served as the director of intelligence, U.S. Central Command, MacDill Air Force Base, Fla. Alexander also served as the deputy director for requirements, capabilities, assessments and doctrine, J-2, for the Joint Chiefs of Staff.

Among his military assignments have been commander of Border Field Office, 511th Military Intelligence Battalion, 66th MI Group; 336th Army Security Agency Company, 525th MI Group; 204th MI Battalion; and 525th MI Brigade.

Additionally, Alexander held key staff assignments including deputy director and operations officer, Army Intelligence Master Plan, for the deputy chief of staff for intelligence; S-3 and executive officer, 522nd MI Battalion,

2nd Armored Division; G-2 for the 1st Armored Division both in Germany and Operations Desert Shield and Desert Storm in Saudi Arabia.

Alexander holds a bachelor of science degree from the U.S. Military Academy, a master of science degree in business administration from Boston University and master of science degrees in physics and electronic warfare, both from the Naval Post Graduate School. His military education includes the Armor Officer Basic Course, the Military Intelligence Advanced Course, the U.S. Army Command and General Staff College and the National War College.

His awards and decorations include the Defense Superior Service Medal, the Legion of Merit with four oak leaf clusters, the Bronze Star, the Meritorious Service Medal with four oak leaf clusters, the Air Medal, the Southwest Asia Service Medal and the Kuwait Liberation Medal.



Assumption of Command

"I ask of you ... the very best every day"

Remarks by Brig. Gen. Keith B. Alexander

General Noonan, distinguished guests, fellow general officers, INSCOM members and families. It is an honor and a privilege to assume command of this great organization, the U.S. Army's Intelligence and Security Command.

I'd like to thank all of you who have turned out to share this wonderful experience with us, especially so many of our foreign friends. You honor us with your presence, and your presence truly makes this a special occasion.

I'd like to take this opportunity to thank Lt. Gen. Noonan and Mrs. Noonan for all they have done for my family and me during this transition, once again. You have treated us and made us feel like family.

I had the honor of succeeding General Noonan in my last assignment as the J2 of U.S. Central Command, and now the honor of succeeding him as the commander of INSCOM. As my predecessor at CENTCOM, General Noonan set the stage and the standard for military operations; and my success as the J2 hinged on his work there. His outstanding leadership and soldierly expertise was evident in all the intelligence activities; and our great success in several military operations was due to his personal efforts.

As I take over INSCOM, it is evident to me, sir, that your excellence in leadership and operational expertise have left their imprints on this fine organization, and I look forward to a great tour.

I also want to thank Col. Don Woolfolk, who has done a superb job as the acting commander of INSCOM for the last seven months. Don literally did the job of two men, as

both deputy commander and commander. Don, like the professional that you are, you picked up the ball and ran with it. INSCOM and I are grateful for your leadership and your dedication. It is also great to work with you once again.

Commanding the Army's operational intelligence force is indeed a career-long endeavor for me. The Army and our nation could not have been successful in our numerous military operations over the last two decades without INSCOM's efforts. And you, the members of INSCOM, make it what it is, a key player in national security and military power.

We will encounter our share of new and varied challenges. The world is much different than it was 10 years ago, and so are the threats we face. Together, we at INSCOM will help to forge the evolving force needed to meet future threats to our nation, our friends and our allies.

I ask of you, the soldiers and civilians who make up this great organization, that which I demand of myself: the very best every day. With INSCOM's values and the Army values as our guides, let us go forward to fulfill the chief of staff of the Army's objectives of people, readiness and transformation, while concurrently meeting our operational requirements.

To the commanders and command sergeants major: our job is leadership. We have had a great few days to discuss INSCOM and intelligence. We need to continue to support Lt. Gen. Noonan in setting the course for the Army's operational intelligence force. Teamwork, the expertise of your people and your leadership guarantee our success. I look forward to working with each of you.

INSCOM approaches 25th year of vital support

On Jan. 1, 1977, the United States Army Intelligence and Security Command was organized at Arlington Hall Station, Va. The formation of INSCOM provided the Army with a single instrument to conduct multi-discipline intelligence and security operations and electronic warfare at the level above corps and to produce finished intelligence tailored to the Army's needs.

The new major command merged divergent intelligence disciplines and traditions in a way that was unique to

the Army. Its creation marked the most radical realignment of Army intelligence assets in a generation. Several major building blocks were consolidated to form the U.S. Army Intelligence and Security Command: the former U.S. Army Security Agency, a signal intelligence and signal security organization; the U.S. Army Intelligence Agency, a counter-intelligence and human intelligence agency; and several intelligence production units formerly controlled by the assistant chief of staff for intelligence and U.S. Army Forces

Command.

On Oct. 1, 1977, the former U.S. Army Intelligence Agency headquarters was integrated into INSCOM, and the command established a unified intelligence production element, the Intelligence and Threat Analysis Center, on Jan. 1, 1978. Additionally, INSCOM assumed command of three military intelligence groups located overseas: the 66th Military Intelligence Group in Germany, the 470th MI Group in Panama and the 500th MI Group in Japan. These groups were transformed into

multidisciplinary units by incorporating former Army Security Agency assets into the previously existing elements. A fourth such group, the 501st MI Group, was soon organized in Korea.

INSCOM faced several issues when it began. The command had been formed at a time when the American military had been cut to the point of becoming a “hollow army.” In 1978, INSCOM had an assigned strength of only 10,400 military and civilian personnel. The personnel situation steadily improved, as the Iranian hostage crisis and the Soviet invasion of Afghanistan forged a new national consensus regarding the importance of military strength and intelligence.

As a result, INSCOM steadily expanded. The assistant chief of staff for intelligence resubordinated the Army’s Russian Institute in Germany to INSCOM in 1978 and in 1980 gave INSCOM command of the Special Security Group (which disseminated compartmented information to the Army). That same year, INSCOM established an Army presence in a joint service field station in Kunia, Hawaii. Two years later, the command organized another new field station in Panama.

In 1982, INSCOM activated a major new military intelligence unit based in the United States, the 513th MI Group. The group was formed to support possible operations conducted by the Army component of U.S. Central Command, the unified command created that year to deal with contingency situations in Southwest Asia.

By 1985, 15,000 people were assigned to INSCOM. INSCOM suffered some institutional setbacks during this period. Originally, all Army intelligence production was to have been placed under INSCOM. However, this had not come to pass, since the Army Materiel Command continued to operate two major centers. The problem of how to

impose a satisfactory organization on all Army intelligence production elements was temporarily solved in 1985. The Intelligence and Threat Analysis Center was removed from INSCOM and, along with the Army Materiel Command centers, resubordinated to a new Army Intelligence Agency, a field operating agency of the assistant chief of staff for intelligence.

INSCOM relocated to Fort Belvoir, Va., in the summer of 1989. Ironically, 1989 was the year the Berlin Wall fell. Shortly afterwards, the Warsaw Pact dissolved, Germany was unified and the Soviet Union disintegrated.

It soon became apparent the post-Cold War world would continue to hold unforeseen and unforeseeable perils. In the unstructured international environment created by the sudden collapse of the bipolar world order imposed by the Cold War, crises could—and did—take place around the world. At the end of 1989, the threat posed to American interests in Panama by the country’s narcotics-linked strongman provoked an American military intervention, Operation Just Cause. Eight months later, the invasion of Kuwait by Iraq resulted in a massive deployment of American forces to the Arabian Peninsula and the subsequent liberation of the emirate in Operation Desert Storm.

In Just Cause and Desert Storm, the Army had been able to draw on the resources built up during the height of the Cold War. The future challenge for Army intelligence was to do more with less. During the course of the 1990s, the defense budget shrank, and the size of the Army and INSCOM steadily decreased. At the same time, INSCOM was drawn into contingency operations other than war all over the globe, supporting a series of humanitarian relief and stability missions in the Caribbean, Africa, the Middle East and the Balkans. On the Pacific Rim, North Korea showed increasing belligerency, and the 501st MI Brigade readied for war on short notice.

Additionally, INSCOM found itself tasked with supporting treaty verification, conducting counterdrug operations, and protecting the Army against an espionage threat posed by nations not traditionally our adversaries.

All this meant that INSCOM faced its greatest reorganization since its beginning. The command regained Army intelligence production functions, assuming command of the Army Intelligence Agency in 1991. The Army Intelligence Agency was soon discontinued, and INSCOM merged the two remaining Army production elements into the National Ground Intelligence Center.

The changing nature of the threat coupled with treaty restrictions led to drastic decrements in INSCOM strength in Europe and in Central America. The 66th MI Brigade was reduced to a provisional group; the 470th MI Brigade prepared to stand down. Concurrently, INSCOM’s major field stations in Europe and Panama were discontinued and Army cryptologic organization radically restructured.

To meet changed requirements, INSCOM set up a Regional SIGINT Operations Center at Fort Gordon, Ga., comprising personnel of the newly organized 702nd MI Group, now known as the 116th MI Group. Since its 513th MI Brigade concurrently relocated to Fort Gordon, this allowed strategic and tactical assets to be combined.

The INSCOM story is ongoing since the command is a work in progress, steadily evolving to meet tomorrow’s intelligence requirements. Deeply rooted in the past, with a rich heritage linked to the former Army Security Agency and the Counter Intelligence Corps, INSCOM continues to reshape itself to provide excellent support to America’s Army.



Courtesy of the INSCOM History Office.

INSCOM career counselor wins Army stop award

Taking care of soldiers and setting an example for them is the goal of the U.S. Army's new Career Counselor of the Year, Sgt. 1st Class Derek C. Dahlke of the 115th Military Intelligence Group, Schofield Barracks, Hawaii.

Dahlke won the competition in late January, a few days before his 30th birthday, among entrants from the Army's 15 major commands. The Secretary of the Army awarded the honor at a Pentagon ceremony in April.

Dahlke is the fourth career counselor from the ranks of the U.S. Army Intelligence and Security Command to win the award.

As an Army retention noncommissioned officer, Dahlke conducts retention and reenlistment interviews, provides career counseling to soldiers, determines their eligibility to immediately reenlist or extend their tours of duty, coordinates retention ceremonies and keeps the unit commander informed on all aspects of the retention program.

His commander attributes Dahlke's success to his commitment to troops. "Sgt. 1st Class Dahlke is an NCO who demonstrates daily the Army values and exemplifies the Creed of the Noncommissioned Officer by meeting the needs of the Army and its soldiers and their families, creating a win-win situation to ensure the success of the

Army of the future," said Col. Ammon Sink III.

With the idea of motivating soldiers in mind, Dahlke attends and on occasion leads the unit's physical training sessions, deploys to the field with soldiers and visits their duty sections. "I like to get out there (with soldiers)," he said.

"They know you're not just there for retention. You do anything that they do and hopefully they'll do it a little better."

Indeed, one of the standards for nomination is the NCO's demonstration of outstanding personal qualities and traits required to be a successful NCO and Army career counselor. "Supporting soldiers is our number-one concern every day. As long as we're doing that, we'll be successful," Dahlke said.



Sgt. 1st Class Dahlke



Unit career counselors must show their support to new soldiers on the day the soldiers arrive, according to Dahlke. "The whole thing I care about is taking care of soldiers, when you see them happy and doing what they do and moving on."

Dahlke's long-term goal is to complete a 30-year career in the Army as a sergeant major.



The Army's Career Counselor of the Year, Sgt. 1st Class Derek C. Dahlke (right), accepts the reenlistment oath from Chief Warrant Officer (ret.) Ronald Bourne on the USS Arizona memorial. (Photo by Capt. Michael McCarthy)

Father, daughter connect across ocean to deliver clothing to kids in Kosovo

By Sandra Jontz and Kevin Dougherty

Erin Swynenberg wears the newest fashions, sleeps in a warm bed at night and never hungers for a good meal. For that, the 13-year-old Virginia teen said she is grateful.

Others aren't so lucky. And that bothered the young philanthropist enough to prompt her to reach out, thousands of miles across the world, and help refugee Kosovar children and their families keep warm this winter.

"My dad has told me about their living conditions," Erin said. "He doesn't really describe them to me, but he sees what they're going through, and a lot aren't very rich. He's seen them cold, and he can tell they're not very happy. They're hungry and they're cold and they have to go work."

Erin's father, Jeff Swynenberg, works for a U.S. Army Intelligence and Security Command contractor at Camp Bondsteel, the primary U.S. military installation in Kosovo. A retired Army sergeant major who worked in the intelligence field, the bearded 43-year-old is a planner for Task Force Falcon's operations branch.

Together, the dynamic father-daughter duo created

Kosovo Kids, a project in which Erin collected clothing from fellow Roman Catholic parishioners in an affluent Virginia suburb and shipped the donations to her father.

"When I made the suggestion," Jeff Swynenberg said from an office at Camp Bondsteel, "I expected her to turn it down, but she didn't. She certainly exceeded my expectations."

Erin asked her father to pinpoint some of the neediest Kosovars, no matter what ethnicity. The first 10 boxes of clothes arrived in mid-March, and Jeff Swynenberg and some of his colleagues gave the clothes and footwear to rural children in Kacanik and Strpce municipalities.

At first, he figured she might get five or six boxes, never expecting the degree to which people back home in Woodbridge, Va., would rally to her cause.

"We see a lot of bad things in Kosovo," Jeffrey Swynenberg said. His wish is that Erin's efforts will demonstrate to both groups that "there are people out there who care" about them, whatever their beliefs or affiliations.

It's a lesson of faith and tolerance being shown to them by a young American teen who is about 5,000 miles away from their tinderbox.

In phone conversations and e-mail messages, the father can tell that his daughter is worried about his welfare as well. He has assured her he is safe and sound.

"I told her I live in an armed camp," he said with a laugh.

The laugh is genuine. So is the bit about the armed camp, so Erin need not worry. Heck, even the camp food is good and plentiful.

Erin and most of her teen helpers volunteered to earn community service hours for confirmation, a two-year program where aspiring Catholics learn about the spirit of God and become full-fledged parishioners.

After a few months of collecting donated clothing, Erin and several of her church friends gathered on a Sunday afternoon in the parish hall, shuffling through the items and prepping them for packing.

"It went pretty great," Erin said of an afternoon of folding, packing and taping. "We even ran out of boxes and tape and had to go out and get more. It was great."

In the end, they collected 65 boxes weighing 1,600 pounds that line a parish hall wall at St. Elizabeth Ann Seton Catholic Church in Lake Ridge, Va.

Erin's mother, Sandy Swynenberg, civilian personnel action center representative for INSCOM, was surprised at the results of her daughter's efforts.

"She's just amazing. She really is. She understands



Young friends of Erin Swynenberg, daughter of an INSCOM contractor, sort through thousands of pieces of clothing donated to a project that provides clothing to villages in Kosovo. (Photo by Sandra Jontz)

there are people out there who don't have what she has, and she realizes how lucky she is. And I know how lucky I am," said the mother of three.

Erin said she could not have accomplished her mission without the help of her friends.

Too young yet to study for confirmation, 8-year-old Kelly Walker said she volunteered "just because."

"I'm helping Kosovo people and children have warm clothes for the winter," she said.

And where is Kosovo?

"I don't know," she sheepishly shrugged. "But I think it's someplace cold."

Dealing with inclement weather is just the beginning of the challenges facing Kosovars—young or old, Serb or Albanian. There have been recent acts of violence, most notably the Feb. 16 bus bombing that killed at least 11 Serbs and injured dozens more. In addition, unemployment is high, the schools and hospitals have pressing needs and armed militants seem bent on keeping everybody on edge.

Back in the States, Jim Tubbs was the only boy in the group of a dozen volunteers who sorted jackets from scarves, gloves, hats, sweaters, shoes, pants, blankets and even a few toys.

"I want to help people in Kosovo who don't have a lot



Erin Swynenberg, 13, sorts through shoes, matching left shoes with their right partners, for the Kosovo Kids project she and her father started. (Photo by Sandra Jontz)



Five hundred pounds of donated clothing is distributed in Kotlina, an ethnic Albanian village about 15 miles from Camp Bondsteel. Jeffrey Swynenberg (crouching at left) and Sgt. 1st Class William J. Ward (right) visit with children. (Photo by Maj. F. Austin Branch)

of stuff," said the 13-year-old, who otherwise would have been at home watching sports on television.

Surprising herself, Nicole Cook preferred the Sunday afternoon with friends and performing community service over her usual Sunday routine of spending time at an indoor swimming pool.

"Kids there don't have a lot of stuff, and I think this will make them feel happy," the 13-year-old swimmer said.

Though Kathleen Walsh, 14, already had completed her required community service hours for confirmation, she saw value in lending a helping hand. "I'm here to help out a friend."

Every day, Erin tries to e-mail her father a message of some sort. She writes about her tedious day at school or the amount of homework that consumes her evening hours.

She can't wait for his return.

Until then, the computerized messages, including a recent update on the Kosovo Kids project, are how the two communicate.

"I think he's going to be surprised we got this much," she said. "I think he'll be proud and happy."

[Editor's note: Jeffrey Swynenberg returned to the United States in early April, about a month after this article appeared in the European and Pacific Stars and Stripes.]



Jontz and Dougherty are staff writers for the European and Pacific Stars and Stripes. The Stars and Stripes article and photographs were published in Stars and Stripes on March 4, 2001, and are reprinted with permission from European and Pacific Stars and Stripes, a Department of Defense publication. Copyright European and Pacific Stars and Stripes.

Excess success

Electronic system gets unwanted items to new homes

By Phil Dorn

We are all familiar with excess. We have it at home and at work, and it is unfortunately part of everyone's life at some time or another. Avid yard-sale goers might enjoy perusing someone else's excess looking for a bargain.

Excess is things that we do not need anymore and always seem to accumulate. But what do you do with it and how do you get rid of it? The question has bewildered mankind for some time, and as excess piles up, we find it more and more of a hassle to deal with.

Within the Army, regulations and published supply policies and procedures are specific as to what you cannot do with your excess and, more importantly, what you must do administratively. It does not matter that you may not need it anymore, that it may be older than dirt, that it is technologically outdated or that it possibly does not even work. You cannot give it away, sell it, throw it away, trade it for something you need or raffle it off.

What to do, what to do, what to do? This question has plagued many a supply sergeant or property book officer for some time here in INSCOM. We tried hiding excess. We tried avoiding it. And sometimes, we even spent time and money to store it and keep it out of sight.

Well, the headquarters assistant chief of staff for logistics recognized that excess detracts from the mission and that the process for getting rid of it is somewhat cumbersome and not too responsive. A headquarters staff review of the process for evacuating and disposing of excess was conducted and alternatives were evaluated for simplicity, expediency and user compliance with end-state objectives for administratively obtaining relief from property accounting requirements.

Prior to January 1999, INSCOM units were required to generate a GENSER message advertising excess items to other INSCOM units within the command. A 30-day waiting period was required to guarantee that the word got out and that the other INSCOM equipment users had ample opportunity to assess their in-house shortages. If a unit identified a need for the advertised equipment, paperwork approving the transfer had to be sent to the assistant chief of staff for logistics for signature approval.

The process was cumbersome and time consuming with wait times of 45 to 60 days. Unit complaints were raised during HQ Command Supply Discipline Program inspection visits. Additionally, there was no command oversight to ensure a unit with authorized shortages of the advertised item was even aware excess was available for transfer and issue.

A change was needed, and electronic mail was determined to be the answer. The Electronic Redistribution System (ERS) was developed to allow major subordinate commands to report serviceable excess to an electronic drop box at HQ INSCOM. The e-mail address is excess@inscom.army.mil (all lower case).

The drop box is monitored daily by personnel in the Supply and Services Division, ACofS, G4. Reported items likewise are advertised via e-mail across INSCOM with a seven-day suspense.

If a unit identifies a need, lateral transfer authority is obtained and furnished via e-mail to the losing unit. There is no need to send a DA Form 3161 (Request for Issue or Turn-in) to HQ INSCOM because the return e-mail will already serve as authority and backup to the accountable supply records. The unit must print a copy of the e-mail approval and retain a copy attached to the posted property transaction in the supporting document files.

After the suspense period, and provided no unit has requested the item, the losing unit is provided disposition instructions to process the subject excess items for turn-in to their local Supply Support Activity in accordance with AR 710-2/DA Pam 710-2-1. Before INSCOM issues final disposition instructions to turn-in serviceable excess, LOGSA reportable products are reviewed to ensure that other units within the command do not have valid shortages.

Another benefit to ERS is that unit users sometimes know of another Army unit that would like to have the items being reported as excess. When the using unit reports these type items, they can indicate the DODAAC, UIC and Unit Designation that the items would be laterally transferred to. Provided no other INSCOM unit identifies a need, the lateral transfer will be approved in the response to the losing unit request. Again, there is no requirement to send a DA Form 3161 to HQ INSCOM because the e-mail response will serve as an approval authority.

Always remember, one person's excess could be someone else's treasure. Keep those excess reports coming and get rid of those things you no longer need and that always seem to be getting in the way.



Dorn is a logistics management specialist in the supply and services division, assistant chief of staff for logistics, at INSCOM headquarters. John Delgado, division chief, and Lisa Gilley, logistics management specialist, also contributed to this article.

INSCOM garners half of Army maintenance awards

Half of the winners of an Army maintenance award for active-duty units are from the U.S. Army Intelligence and Security Command.

The 206th Military Intelligence Battalion, the 297th MI Battalion and the 527th MI Battalion have been awarded the Army Award for Maintenance Excellence (AAME) for fiscal year 2000. They are winners in three of the six active-duty categories.

One of the units is close to racking up a decade-long winning streak. The 527th battalion has received the award eight times since 1992.

"Perhaps next year will be time to retire that trophy," said Col. Clarence D. Johnson, INSCOM assistant chief of staff for logistics. "I heartily commend all of our units and their maintenance personnel for their outstanding achievements. We look forward to sustaining this level of excellence for years to come."

The 527th battalion, winner in the Table of Distribution and Allowances Heavy category, is a component of the 501st Military Intelligence Brigade at Camp Humphreys, South Korea. The 297th battalion, tops in the Modified Table of Organization and Equipment Heavy category, is assigned to the 513th MI Brigade, Fort Gordon, Ga. The 206th battalion, winner in the Table of Distribution and Allowances Intermediate category, is part of the 116th MI Group, also at Fort Gordon.

The AAME program evaluates mission accomplishments, readiness maintenance training, maintenance management and innovative execution.

A common theme emerged among the winners, accord-

ing to Chief Warrant Officer Abdullah M. Johnson, command maintenance inspection team chief at INSCOM headquarters. "They paid attention to detail, worked long, hard hours and had a solid chain of command," he said.

The command maintenance inspection program that Chief Johnson administers is a launching pad for success in the AAME competition. Under this program, conducted separately from the Army-wide competition, all INSCOM units with maintenance sections undergo an annual inspection in 14 areas, such as preventative maintenance, arms room operations and tools and shop equipment, to ensure compliance with Army regulations. Additionally, once the competition semifinalists were identified, those units spent additional time preparing for the Department of the Army's inspection.

Six INSCOM battalions entered the competition. Chief Johnson believes this year's winning streak will be an inspiration to more units to participate.

Established in 1982, the awards program recognizes exceptional accomplishments in unit maintenance across the full spectrum of Combat Arms, Combat Service and Combat Service Support units. This year's competition placed greater emphasis on the unit's total maintenance program in support of mission accomplishments, according to Maj. Richard B. O'Connor, coordinator for the awards program in the Office of the Deputy Chief of Staff for Logistics.

Army Chief of Staff Gen. Eric K. Shinseki will present the awards at a July 18 ceremony in Arlington, Va.



Spc. Steven Straley, a member of the award-winning maintenance team at the 297th Military Intelligence Battalion at Fort Gordon, Ga., removes a vehicle axle. Three INSCOM units won the Army Award for Maintenance Excellence. (Photo by Pfc. Brenda Ayers)



A Closer Look



By Jayme Loppnow

Many people go in and out of the Dagger Complex, headquarters of the 66th Military Intelligence Group, every day. Many of them see the same office and the same surroundings each day. A few people scattered here and there know how things were different throughout the ever-changing, complex and detailed history of the 66th MI Group.

The group was constituted June 21, 1944, and activated July 1, 1944, at Camp Rucker, Ala., as the 66th Counter Intelligence Corps Detachment assigned to the IX Corps and attached to the 66th Infantry Division. The division was deployed overseas, participated in the northern France campaign in 1944 and 1945 and was inactivated at Camp Kilmer, N.J., in November 1945.

The group reactivated in 1949 as the 66th Counter Intelligence Corps Detachment and relocated to Wallace Barracks in Stuttgart, Germany, where it remained for 19 years.

Irene Banach, the unit's budget analyst for intelligence contingency funds, began her 45-year journey with the 66th in September 1955 as a file clerk in Stuttgart.

"It was a big place. It was in an old cavalry unit, and I went to work in the stables. That's what the area used to

be," said Banach. "It was all heavily enclosed with huge walls and big gates and was mostly all male soldiers at that time. There was no such thing as female soldiers then, at least in the 66th. They only hired female dependents for file clerking and as secretaries in that particular building."

Banach witnessed the change of jobs and the growth of women in the military through the years. "Women have taken a very active part in the 66th compared to when I started. They hold all sorts of jobs that men held," she said. "The same is true with the men; they now hold many jobs that were held by women. The influx of women into today's Army has made a big difference. Women climbing the corporate ladder are quite common here now."

The 66th merged with the 513th MI Group in October 1968 and was redesignated as the 66th Military Intelligence Group. It moved to McGraw Kaserne in Munich, Germany, in May 1969.

The 66th was assigned to the U.S. Army Europe Command until 1977 when it became part of the U.S. Army Intelligence and Security Command.

Mike Donabedian, project officer for the information management office, started with the 66th in March 1983 in Munich. He noted how the Munich building had its own history.

"Some people say the building

went underground six levels, and from the second level down it was supposedly flooded," said Donabedian. "It was a complex that I believe the Nazis used during the Second World War."

Automation was one of the biggest changes within the 66th, according to Donabedian. "We started with the Apple II computer," he said. "There were only 15 of them in the headquarters. Now we have two computers on almost everyone's desk."

In October 1986, the 66th once more was redesignated and called the 66th MI Brigade. As a result of many changes in Europe following the end of the Cold War, the brigade restructured and moved to Sheridan Kaserne, Augsburg, in 1992.

Walt Banach, Irene's husband, began working for the 66th in September 1993, in Augsburg. He recognized how the group has changed but still maintained a good working environment for its people over the years.

"The change in mission involved change in personnel. The entire character changed. On the other hand, I'd say it is the same unit that it was then," said Banach. "They downsized, but they always took care of their people. As long as they keep that people attitude, you can't ask for anything else."

In June 1995, the brigade once again was redesignated as the 66th MI Group. It remained in Augsburg until



Munich served as the headquarters from 1969 until 1992. In 1977, the 66th was assigned to INSCOM. (File photo)

its most recent move to the Dagger Complex in July 1998.

“Since I was first assigned to the group in 1993, it has evolved into an organization that is multifaceted,” said Command Sgt. Maj. Terence McConnell. “The group is capable of operating in all types of environments throughout the European Theater. It is no longer focused on the Cold War threat. I think the personnel we have

within the organization are more proficient, and the work force within the group has changed a lot. It’s a lot younger.

“The biggest change I’ve seen is the actual organization,” McConnell said. “Before, we had three battalions and a headquarters unit dispersed from Stuttgart to Munich to Augsburg. Now, with the majority of the group being in one location, it has resulted in

the unit being a more cohesive organization with regards not only to the soldiers but the civilians and the family members.”



Loppnow is a staff writer for the Dagger newspaper at 66th Military Intelligence Group headquarters in Darmstadt, Germany.

Vicenza-based soldier skis to six gold medals



Spc. Susan Keith

By Sgt. 1st Class Chris Calkins and Staff Sgt. Doug Mussle

It’s time to break out the brooms; a Vicenza, Italy-based soldier assigned to the 66th Military Intelligence Group has made a clean sweep of military skiing events.

Spc. Susan Keith, a 31-year-old Colorado native who hadn’t skied competitively much since her collegiate days at Lewis & Clark College in Portland, Ore., earned two gold medals during the U.S. Forces Europe Skiing Championships held March 5 and 6 in Garmisch, Germany. In February, Keith won two more golds in the U.S. Air Force Europe competi-

tion at Piancavallo, Italy.

In both races, Keith blew away the competition, easily capturing first-place titles in the military women’s division in the slalom and giant slalom. In addition, she was awarded an additional two golds in Germany and declared the overall season’s women’s champ in both events.

Makes for a nice little six-pack.

Keith, who is an interrogator providing assistance to detachment force protection measures, blazed her way down the German slopes in the slalom in a combined time of 1:07.23, the third-fastest time of any military skier, regardless of age.

Keith has been skiing since early



Winner of two gold medals at the U.S. Forces Europe Ski Championship, Spc. Susan Keith of the 66th Military Intelligence Group speeds down the course in Garmisch, Germany. (Photo by Raymond T. Conway, Stars and Stripes)

childhood in Colorado, where she began competing at the age of 12. Since then she has won numerous events. When pressed for the number of medals she has won, this humble competitor replied, "more than one." Her family has always been very supportive of her competition, so much so that this was the first race her parents were not able to attend.

Keith said she enjoys the challenge of competing in the slalom but prefers the excitement of the faster giant slalom. She said the best part of the event was the great skiing and the opportunity to meet other service members who share her passion.

"The people from Garmisch were excellent skiers," said Keith. "They schooled everyone, but now I know I have to make my presence known next time."

"I told the recruiter I wanted a challenge. I just knew there was something I should be doing."

Keith admitted her experience in college, and as a youngster skiing with her younger sister, Allison, now 29, was an advantage on the tougher-than-expected courses.

"Allison and I have been competing at varying levels since we were in elementary school. You've seen things before, experienced lots of different snow conditions."

Her parents may have been a little surprised back in November 1997

Brother of Tae-Bo creator brings motivation to PT workouts

By Jayme Loppnow

Soldiers in the Headquarters and Service Company, 533rd Military Intelligence Battalion of the 66th MI Group have seen a change in their morning physical training routine.

Instead of the usual pushups, sit-ups and running, they are punching and kicking to the beat of loud, pumping, motivational dance music. They are working out with the famous Tae-Bo techniques under first-hand instruction from Sgt. 1st Class David Blanks.

Blanks believes the workouts are very motivational and will help the soldiers with their PT tests. His enthusiasm also may be a result of Blanks being a little brother of the Tae-Bo creator, Billy Blanks.

Tae-Bo is basically tae kwon do combined with boxing, which creates the name Tae-Bo. Billy Blanks, a seven-time world champion in martial

arts, introduced the workout phenomenon to the world.

"Billy started off with martial arts and started me with it when I was young, probably 13 or 14," said Blanks. "He would take me around and try to train me to be like him, but I was more interested in basketball."

Blanks has led PT using Tae-Bo a couple of times in the past and has gotten positive feedback. "I've done it before, and it's pretty cool," said Pfc. Cory Heckendorf, HSC mechanic. "It's a good change of pace."

Soldiers are getting a good workout with Blanks and a break from a physical training routine that many find redundant.

"Tae-Bo is a good aerobic workout," said 1st Sgt. Charles Wilkinson. "It breaks up the 4-mile monotony."

Blanks was inspired to lead the new routine when he saw several people lagging behind during regular workouts.

"Those people that fall out of



The Tae-Bo exercise routine gets a thumbs up from Sgt. 1st Class David Blanks (left) and the routine's creator, Billy Blanks. (Photo courtesy of Blanks family)

when Keith, then working as a restaurant manager in Portland, suddenly made a decision she has never regretted.

"There was an Army recruiting station just about one block away (from the restaurant). The job had pretty much become my whole life and I couldn't see me doing that forever. I knew that wasn't the life for me," said the outdoor-loving Keith, who in her spare time likes to swim, play soccer, hike, in-line skate and surf the waves off the Pacific Ocean's Indian Beach.

"I told the recruiter I wanted a challenge. I just knew there was something I should be doing ... something more," she said.

Sometimes, as the old saying goes, "Be careful what you ask for, you just might get it."

She did.

After completing basic training in January 1998, Keith soon found herself attending a 63-week course learning Arabic at the Defense Language Institute, in Monterey, California.

"Talk about a challenge," she said with a smile, "that was about all the challenge I needed. That's a tough course to complete."

battalion and company runs, I want to give something to inspire them," he said. "That's what it's all about. It's not about me, and it's not about my brother. It's about me wanting to reach out to people. That's my desire, to help people."

The class is done during PT hours and is only available to soldiers.

"This is on a volunteer basis, and I don't want to force it on anyone," said Blanks. "If they want the class, I'll do it."

Currently Blanks is doing the class for HSC and doesn't expect to lead larger groups. "I'm not looking to do this for a lot of people," he said. "I'm doing it to help the soldiers of the 66th, to motivate them. Soldiers get tired of running and doing pushups all the time. This is something different, and what's more they can do Tae-Bo with the little brother of Billy Blanks. They can't have the real one, but at least they'll get the little brother."

Beyond the physical workout, Blanks feels this is a good way to connect with others spiritually. "It's my way of reaching out to them Christian-wise," said Blanks. "People start doing Tae-Bo, they lose weight and then they feel better about themselves."

When asked if little brother supports big brother, Blanks responded, "Of course. I have the Tae-Bo tapes, and I do them at home. They're a great workout."

Following an initial tour in Darmstadt, Germany, Keith is scheduled to be here until November 2002.

She isn't too disappointed in her two duty assignments.

"Sometimes I keep holding my breath hoping no one will notice where I've been stationed my first few years in the Army," she said while casting a quick glance back over her shoulder. "I think I've been pretty lucky."

So what's in her future? Reenlistment?

"You never know; I guess I'll make that decision when the time comes. The only thing I can say with any certainty is that I should be here for another skiing season next winter. I'm looking forward to that. I'd love to have the chance to defend my titles," she said matter-of-factly.

Might be a good idea to keep those brooms handy.



Calkins is assigned to the Southern European Task Force public affairs staff. Mussle is assigned to the Vicenza Military Intelligence Detachment, 66th Military Intelligence Group. Stars and Stripes photo reprinted with permission from European and Pacific Stars and Stripes, a Department of Defense publication. Copyright 2001 European and Pacific Stars and Stripes.

Loppnow is a staff writer for the Dagger newspaper at 66th Military Intelligence Group headquarters in Darmstadt, Germany.



Sgt. 1st Class David Blanks leads soldiers of the 533rd MI Battalion in the Tae-Bo exercise routine. (Photo by Capt. M.J. Indovina)

INSCOM's counterintelligence center helps draw strategic picture for leaders

By Coleen S. Kalina

The Army Counterintelligence Center, commonly known as the ACIC, is the U.S. Army's only strategic counterintelligence (CI) analysis center.

Located at Fort Meade, Md., the ACIC assists Army and Department of Defense decision makers, investigators, operators and program security planners in understanding the strategic intelligence picture that might otherwise be obscured by the specifics of individual events, cases, investigations or programs. ACIC analysis supports the warfighter by protecting advanced technology and operations at their inception, guaranteeing our fighting forces superiority on the battlefield of tomorrow.

The ACIC provides timely, accurate and effective multidiscipline CI analysis in support of Army forces, programs, operations and counterespionage investigations. Its analysis supports a wide-ranging Army and joint customer base, primarily sustaining base commanders, continental United States-based deploying forces, materiel developers and the CI investigative and operational community. The ACIC also has provided reinforcing support to combatant commands, augmenting the commander's CI analysis cells, both on the ground and remotely, using state-of-the-art information management and dissemination tools.

ACIC analysis focuses on four basic functional areas: technology protection, force protection, information operations and support to CI investigations and operations. The work is driven by customer requirements managed under the DoD Intelligence Production Program (DoDIPP). The DoDIPP works to ensure that customer needs are met while minimizing duplicative efforts among DoD intelligence production centers. The ACIC production management office assists customers in refining and focusing production requirements to better address their needs.

The majority of ACIC scheduled production is done in support of ground weapons developers under the intelligence functional code 2381: Threats to Developing U.S. Ground Systems and Technologies. This responsibility extends to ground systems developed for or by other DoD entities as well.

The Technology Protection Branch does most of this work. This group of analysts has considerable experience in intelligence threats to specific technologies and weapons system families. Products include CI assessments for advanced technology assessment reports, acquisition system protection programs and international exchange agreements.

Preparation of technology protection products requires extensive interaction between the center and the customer. ACIC analysts visit program sites and meet with security personnel, managers and scientific staff to discuss critical technologies and the information required to disable, counter or copy the system or its critical components. The analytic product focuses on this information, identifying the intelligence threat by program locations and collection disciplines.

The Technology Protection Branch tailors products to fill gaps identified by the analysts. One such series examined the threat to DoD's ballistic missile defense development efforts from a variety of intelligence collectors anxious to acquire sensitive and extremely valuable information about this major defense initiative.

Regional and counterterrorism expertise resides in the Force Protection and Information Operations Branch. This branch focuses on country-specific analysis, delving into the means and methods by which foreign intelligence services attack the U.S. Army's sensitive information, and has a specialized product series to address these issues. Known as the Foreign Intelligence and Security Service Threat Assessment series, these products analyze the goals, organization, presence, operational methods and collection activities of foreign intelligence and security services. The best way to view this series is on Intelink. In 1999, the ACIC began a pilot program of disseminating the series on CD-ROM.

The Information Operations Team, a three-member cell, is specially trained and organized to analyze the threat to U.S. Army information systems posed by foreign intelligence services. This team examines computer penetration and espionage operations, providing direct support to decision-makers, operators and investigators.

The third branch, the Investigations and Operations Support Branch, augments counterespionage investigations and operations with tailored analysis and targeting information. The branch examines sensitive intelligence data for operational leads, mining data sources previously unexploited by the operational counterespionage community.

Customer support is ACIC's bottom line. Almost all ACIC products may be found on Intelink, with many on Intelink-S.



Kalina is assigned to the Investigations and Operations Branch of the Army Counterintelligence Center.

Training and educating the warfighter in MASINT

By Bonita Oteri

Three years ago the Measurement and Signatures Intelligence (MASINT) Branch of the U.S. Army Intelligence and Security Command pioneered the transition of traditional MASINT scientific and technical intelligence community support to warfighter support.

Warfighter training and education presented a major challenge during this transition. Warfighters could not leverage MASINT in support of Priority Intelligence Requirements without a basic knowledge of MASINT capabilities and accessing MASINT support in their respective theaters.

Training and education was a threefold challenge. First, our forward-deployed INSCOM MASINT soldiers required standardized training which incorporated an overview of the MASINT community, leveraging MASINT for supported command intelligence requirements, detailed sensor operational proficiency and served as a real-world operational lessons-learned sharing forum. Second, MASINT support personnel in the MASINT community, the Reserve Component and other agencies also required this training. Third, intelligence professionals including Analysis Control Element (ACE) soldiers, ACE chiefs, collection managers, S2s, G2s, J2s and military intelligence commanders needed a basic MASINT education. The tailored training would result in their ability to fuse/cross-cue MASINT with multisource intelligence and generally leverage the MASINT system in support of their intelligence operations.

Rising to this challenge, the INSCOM MASINT Branch Training Section presented the MASINT Basic Collector's Pilot Course in October 1997. An Intermediate Course and MASINT Basic Analysis Training Course were added to the curriculum. Basic MASINT education has also been incorporated into select national intelligence agency courses. The number of people trained annually grew from 125 in fiscal year 1998 to 401 in fiscal year 1999.

Formal CONUS-based training courses did not fully meet all training challenges. Short-tour areas with rapid personnel turnover such as the 501st MI Brigade in Korea, Reserve Component soldiers or no-notice deployment required distance learning implementation to augment the formal training. Interactive computer-based training and videotapes on topics such as basic physics, sensor operation, collection management and leveraging MASINT in support of Primary Intelligence Requirements were developed to meet this need.

The MASINT training section is committed to integrating MASINT into U.S. Army Training and Doctrine

Command courses. U.S. Army Intelligence Center and Fort Huachuca and Command and General Staff College instructors have received training, slides and scripts for 352J, 98J, Pre-Command Course and NCO Academy students. A senior instructor lauded INSCOM's outstanding instruction and joked, "My concern is that when we start exposing entry-level soldiers to this, they won't want to do ELINT, they'll all want assignments to MASINT organizations."

Also critical to training success is the constant, daily exchange of information between MASINT Branch Current Operations personnel and the training section. This exchange ensures that training is updated to reflect the latest real-world mission operational developments. Operations personnel assist in MASINT Branch's commitment to educating the warfighter by traveling to "MASINT days" at major commands and providing professional development briefings to junior, senior and Reserve Component personnel.

A special thanks is also due to the three major subordinate commands that promptly provide real-world warfighter support lessons learned and cutting-edge product examples for incorporation into training course material. Top quality courses would not be possible without the assistance of the Communications-Electronics Command Night Vision and Electronic Sensors Directorate. This organization provides classrooms, Fort A.P. Hill test ranges and Davison Army Airfield access as well as physics and sensor instruction. National Ground Intelligence Center MASINT analysts have provided essential collection guidance and briefings to our students, significantly improving collection efficiency.

For further information on the INSCOM MASINT Branch's training program, contact Mr. Jon Hinkofer at (703) 706-2136 or DSN 235-2136. The INSCOM MASINT training home page is on Intelink at http://www.inscom.ic.gov/DA_DPM/masint/training.htm.



Oteri is an EWA Information and Infrastructure Technologies employee serving as a MASINT Branch desk officer at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va.

Units in the field exercise combat skills

Editor's Note: These articles and photos describe several field exercises and operations undertaken by U.S. Army Intelligence and Security Command units, giving them a chance to travel in convoys, set up tents and otherwise leave behind the workstation environment for a while.

Deploying on early morning alert

By 2nd Lt. Scott A. Fedak

Operation Gator Forge, an opportunity for soldiers to test their ability to react to an early morning alert, prepare their equipment and deploy to an unfamiliar area, began Dec. 11, 2000. Twenty-five soldiers from Company A (a.k.a., Alpha Gators), 202nd Military Intelligence Battalion, loaded up nine Humvees and a five-ton truck and convoyed from Fort Gordon, Ga., to Fort Bragg, N.C.

Upon reaching Fort Bragg, the soldiers moved through unfamiliar terrain to a predetermined location. They reached their destination in the early evening, established operations and communications with higher headquarters at Fort Gordon after dark and began planning for the next day's events.

At dawn the next day, the Gators began conducting mobile interrogation team (MIT) exercises. On a MIT exercise, a team of interrogators deploys from the operations site to a forward area with intelligence analyst support and links up with a friendly unit that has an intelligence

source who needs to be debriefed. With the intelligence analyst's help, the interrogators speak with the source and determine the value of information and whether the source has any further information and needs to be retained for further questioning. The MIT then returns to the operations site or links up with another friendly unit to support screening/debriefing operations.

In addition to further enhancing soldier skills, Gator Forge was a valuable opportunity for company leadership to exercise logistics support of the unit in a forward location. Maintenance and Class I support was coordinated with the 525th MI Brigade at Fort Bragg.



Warrant Officer Kevin Dearing and Pfc. Ramon Maddux of the 202nd MI Battalion Plan an exercise. (Photo by Spc. Sharon Davis)

Company A tested its resources and learned valuable lessons that will help prepare the soldiers for future support to warfighters.



Fedak is executive officer of Company A, 202nd MI Battalion, 513th MI Group, at Fort Gordon, Ga.

Evacuating citizens under fire

By Capt. Michael J. Indovina

Kosovo, Bosnia, Korea and Iraq are just a few places in the world where the U.S. Army and Department of Defense are engaged in operations.

What's next?

A U.S. ambassador requested DoD assistance in an operation that required the 66th Military Intelligence Group's expertise, along with other military assets, to help rescue American and selected third-country citizens from a nation experiencing civil, economic and military unrest, a type of mission called non-combatant evacuation operations.

It was not a real mission. Thirteen

soldiers and civilians from the 66th participated in the exercise, Agile Lion 2001, Feb 7 to 22. More than 700 soldiers, airmen, sailors, Marines, Army civilians, Department of State and political advisers converged on Caserma Ederle and the U.S. Army Southern European Task Force (Airborne) in Vicenza, Italy.

Once all the services arrived, SETAF became known as "Joint Task Force Agile Lion." JTF Agile Lion was a computerized joint command post exercise to test the ability to build a joint task force, plan the mission, evacuate the people in danger, evaluate the process and redeploy personnel to their home stations.

The 66th MI Group's support included personnel from the informa-

tion management section and General Dynamics providing computer network support; military intelligence analysis and system support with the deployable intelligence support element platoon from Company A; human intelligence support from Company B; and public affairs advisement from the command section.

The JTF's goal during the exercise was to ensure the realism of tasks and that the tasks were completed as assigned.

"We wanted this exercise to be played out just as we would conduct it if in fact the call would have come," said Lt. Col. James Bullinger, a SETAF spokesman. "At SETAF we train as we fight. Although this wasn't a fighting operation, we always plan

Getting ready to go to war

By 2nd Lt. Heriberto Perez-Rivera

Soldiers pack your bags; you're going to war. That was the motivation driving Crusader Lightning, the 201st Military Intelligence Battalion's recent staff and Headquarters and Headquarters Company field exercise.

The field exercise, the unit's first in more than two years, provided a working model for leaders and soldiers alike to follow and improve on. "The unit needed this because at any point in time we could be called to serve our country in an unknown part of the world, and we have to be ready," HHC supply sergeant Staff Sgt. Paul Preuss said.

Soldiers and leaders prepared for months by conducting battle-focused training such as preparing M60 fighting positions, quartering party classes and building obstacles. This type of preparation offered soldiers an opportunity to train to standard and develop tactical proficiency.

"I think that the only way to train is by doing it hands on," Sgt. Jerad Emmons, an intelligence electronic warfare maintenance technician, remarked while leading the M60 fighting position training. "This way soldiers understand how tiring it can be to do this in a real war."

Once the unit was ready to deploy from the motor pool, 2nd Lt. Heriberto Perez-Rivera, Headquarters and Headquarters Company executive officer, led the advance quartering party to clear and occupy the site. Dressed in protective gear, the soldiers moved in a patrol using the M256 detector kit. After the site was found to be clear of chemical agents, the team radioed a report and the other



Spc. David Beauchamp (bottom) and Sgt. Andre Gonsalves look out from the M60 fighting position. (Photo by 1st Sgt. Michael Hayes)

battalion vehicles occupied the training area.

The rest of the day was spent setting up tents for operations and improving the site. "I got a chance to work with new people I rarely see," said Spc. William Fogle of the property book office. "Everyone came together as a team to accomplish the mission," added Sgt. Antonio Ford, assistant personnel sergeant.

The exercise challenged soldiers to make decisions not made every day. Soldiers continued daily operations while conducting guard duty, Single Channel Ground and Airborne Radio System training and improving the perimeter obstacles.



Perez-Rivera is executive officer of Headquarters and Headquarters Company, 201st Military Intelligence Battalion, 513th MI Brigade, at Fort Gordon, Ga.



In the Task Force Agile Lion Joint Information Bureau, Capt. Michael J. Indovina and 1st Lt. Angie Johnson prepare a news release. (Photo courtesy of SETAF)

for missions the same way to ensure all tasks are completed professionally and with the safety of our soldiers as a top priority."

"This was one of the most realistic scenarios I have had the opportunity to work on in an exercise environment," said Staff Sgt. Travis Kallman, DISE platoon sergeant. "The mission was a success for our section. The system operated without a glitch throughout the exercise."

Many automation requirements tested the soldiers' abilities. Sgt. Bobby Curtis and Spc. Thomas Peterson from the 66th were put to the test. "At the start of the exercise and at the time when we had to 'jump' forward, the requirements were numerous," said Peterson. "But it was

all in a day's work, and we accomplished our assigned mission."

This phase of the exercise was to evaluate the command post. SETAF plans to conduct an additional phase when its soldiers will parachute into a designated area, secure the area of operations and then simulate an evacuation of American and other citizens. Non-combatant evacuation operations are part of the SETAF's real-world mission.



Indovina is the public affairs officer at the 66th Military Intelligence Group in Darmstadt, Germany.

Defending information operations at the Joint Task Force

By Maj. Frederick C. Hellwig and Capt. Boyd R. Plessl

O210 Zulu, 2 June 2002. Unclassified Joint Forces Air Component Commander Web sites in theater are defaced by anti-U.S. propaganda. International news media report success of hacker group against U.S. forces. Hacker groups threaten further attacks unless Joint Task Force units withdraw from the Area of Operations.

1835 Zulu, 5 June 2002. JTF logistical staff planners lose classified data on all ammunition requirements for the theater because of computer equipment failure. Due to insufficient data backup procedures, JTF planners require 65 hours to recover from the damage. Joint Forces Land Component Commander ammunition shortages continue.

2345 Zulu, 6 June 2002. Adversary-controlled radio and television stations report false propaganda claims that JTF forces are conducting computer network attacks against public services (water, power, telephones and hospitals), resulting in 137 civilian deaths. Reuters, Associated Press, CNN and the BBC run related stories with adversary-provided video from the effected areas.

1615 Zulu, 7 June 2002. Network intrusion detection systems at the regional Computer Emergency Response Team alert on attempted mapping of JTF networks. The commander in chief directs the JTF to go to INFOCON BRAVO (Specific Threat) and report on all actions implemented to secure information and information systems.

1327 Zulu, 8 June 2002. A computer virus is detected on the JTF's unclassified network. Several systems have reported files deleted from their hard drives.

Tactical commanders have always placed a premium on detailed, timely and accurate information upon which to base their decision-making processes. Joint doctrine (JP 3-13) clearly states that Information Operations (IO) is critical to achieving and sustaining the information superiority required for decisive Joint Operations. Our increasing reliance on information systems and networks to deliver vast quantities of relevant information to the Joint Task Force (JTF) commander and his staff in real time has also exposed new vulnerabilities that demand attention.

JTF commanders face an increasingly capable, sophisticated and varied array of asymmetrical threats to our hold on information superiority. The potential for intrusions, malicious viruses and attacks against our information systems and networks exists throughout the continuum of peacekeeping through war and return to peace. Integrated JTF-level defensive IO planning from the initial planning stages through mission completion and redeployment of forces is an essential component of all JTF missions.

The Defensive Information Operations Officer

The first step in addressing the need for defensive IO planning is to identify early in the JTF activation process a defensive information operations officer (DIO) assigned within the J9 (IO staff). IO planning and specifically defensive IO must be integrated from the onset of the JTF planning effort. If a Joint Planning Group (JPG) is formed prior to the activation of the full JTF, the DIO must be part of the initial JPG staff. The actual DIO may be member of the headquarters designated as the JTF or may be a qualified individual requested from the Joint Information Operations Center or service information warfare center (Land Information Warfare Activity, Fleet Information Warfare Center or Air Force Information Warfare Center).

The JTF DIO's duty description should state: "Responsible for the integration and coordination of policies and procedures, operations, personnel and technology to protect and defend information and information systems. Coordinate the activities of information assurance (IA), information security, computer network defense (CND), physical security, operational security, counterdeception, counterpropaganda, civil affairs and public affairs. Assist the J6 staff in the preparation and review of the Information Assurance Appendix to the Communications Annex. Assist the J3 in the preparation of the OPSEC Appendix and assist the J2 in identifying threat IO capabilities. Participate, as a full-time member, of the J9 Information Operations Working Group. Provide input to the Information Operations Appendix to the Operations Annex. Serve in the position of deputy J9 as required."

OPSEC and the Defensive IO Officer

OPSEC is a potential Achilles' heel for any large complex organization. This is particularly true for a Joint Task Force that must rapidly incorporate several service components and begin the planning process under time pressure. Often, the JTF defensive IO officer will be designated as the OPSEC officer. He should be school trained and knowledgeable in OPSEC doctrine and tactics, techniques and procedures (TTP). The defensive IO officer should immediately implement an aggressive OPSEC awareness and training program throughout the JTF. The Interagency OPSEC Support Staff (<http://www.ioss.gov>) is an excellent source of readily available materials that can be used to get an OPSEC training program off the ground rapidly. They will provide training films, posters, regulatory guidance, onsite training, OPSEC surveys and program

checklists.

In addition to the mandatory public affairs officer (PAO) review of press releases and development of media ground rules, all forms of information released into the public domain should be subjected to a thorough OPSEC review. Strict command policy memorandums must be established to control the proliferation of Web sites and the information and digital images that appear on these sites. The DIO should review the Center for Army Lessons Learned IO TTP (<http://call.army.smil.mil>) and the Joint Information Operations Center IOJULL's (<http://iojulls.jc2wc.aia.kelly.af.smil.mil>). Internet access should be tightly limited to only those sites that are required.

As the OPSEC proponent on the JTF staff, the DIO in conjunction with the J3 will develop the JTF's statement of essential secrecy, critical information list and Essential Elements of Friendly Information (EEFI) that must be protected. The DIO and J3 should include mission-specific EEFI in all orders issued by the JTF.

The DIO should request Joint COMSEC Monitoring Activity coverage of all telephonic, wire, cellular and voice mail communications early in the JTF stand-up process. The monitoring summaries provide excellent feedback on the effectiveness of the training program, and they can be used at the evening shift updates to maintain OPSEC awareness among the staff.

The Defensive Information Operations Solution

The solution to the defensive information operations challenge does not lie in any one specific security discipline. The successful defensive information officer will utilize a mixture of traditional intelligence gathering, OSINT, OPSEC, COMSEC monitoring, physical security, command policy memorandums, standard operating procedures, COMPUSEC, information assurance, electronic warfare, PAO, civil affairs, psychological operations and counterpropaganda tools to improve the defensive posture of the JTF.

A detailed IO Risk Assessment and Risk Management are required to commit the DIO's limited security resources to the task of protecting the JTF's Information and Information Systems. JTF Command Group support for the DIO's initiatives and disciplined execution by commanders at all levels of the JTF are critical to achieving and maintaining information superiority.



Hellwig is the Land Information Warfare Activity's chief of current operations. Plessl is the operations officer for the Information Operations Vulnerability Assessment Division of the LIWA.

Recommended Countermeasures

Every Joint Task Force is unique and will have its own particular information operations vulnerabilities and concerns. Close coordination with the J2, J3 and J6 in vulnerability reduction is essential for the DIO to be effective. Some of the common countermeasures that DIOs should consider recommending and implementing when assessing their defensive IO posture are:

- * Increase INFOCON levels in response to the operational environment. Develop specific network defensive measures for each level of INFOCON and prepare both internal and external reporting procedures.
- * Ensure compliance with all Defense Information Systems Agency and service CERT Information Assurance Vulnerability Alerts. Apply all of the latest operating system fixes and patches.
- * Establish and maintain daily contact with the regional CERT. The regional CERT will be a critical resource for the DIO's and J6's information assurance efforts.
- * Implement a comprehensive anti-virus program.
- * Continuously monitor security on the JTF's Web sites. Limit the write ability so only a limited number of personnel can write to the Web sites.
- * Conduct reaction drills and rehearsals with the public affairs, psychological operations and civil affairs staffs to decrease JTF response time to adversary propaganda operations and adverse media events. Draft on-the-shelf press releases, foreign language products and local media radio/TV spots for counterpropaganda operations.
- * Enforce strict use of password-protected screen savers and warning banners throughout the JTF.
- * Segregate classified from unclassified machines. Mark all media throughout the headquarters clearly (printers, CPUs, monitors, copiers, fax machines and telephones). Limit Internet access to specific machines in each staff section or element and physically segregate (air gap) these machines from the rest of the networks.
- * Develop, use and enforce a Security Classification Guide throughout the Joint Task Force.
- * Burn or shred all office waste paper completely. Conduct frequent trash bin diving operations. Don't place trashcans near or around copying machines.

Army's online program provides links to knowledge, colleagues

By Sgt. 1st Class Lisa Beth Snyder

The Army wants to leverage your intellectual capital to become a knowledge-based organization.

This isn't a top-secret medical project, but a plan to help soldiers and Department of the Army civilians share what they know with each other so the Army can make the best use of the knowledge of its people and the capability of its technology. "A vast part of an organization's resource is knowledge, which often resides in the heads of its members," said David Hale, senior system analyst for Army Knowledge Online.

The Army wants to provide its members with a way to access quality information, such as a library of after-action reviews or reliable addresses for former classmates at professional-development courses, Hale said.

At the heart of this program is the Army Knowledge Online Web site. The portal has "AKO Knowledge Communities," such as the U.S. Army Total Personnel Command's Officer Career Management Center and the Center for Army Lessons Learned. It also has category and general search capabilities and can be customized with other sites, such as defense headlines, weather, pay tables and any other links that are appropriate to a military site.

Chaplain (Maj.) Richard Lund of the 109th Military Intelligence Group, based at the Royal Air Force's Menwith Hill Station in Great Britain, said he was impressed with the resources indexed on AKO. He finds items for religious support in many and varied obscure Web sites, which AKO can locate better than civilian search engines.

The members of the current class at the Command and General Staff College at Fort Leavenworth, Kan., are the first to be assigned AKO accounts as their primary e-mail addresses. Since the AKO portal went online in November, more than 70,000 people have signed on, Hale said. When you first sign on, AKO verifies the information you supply with PERSCOM before granting access.

"We provide you a standard e-mail address that you get to keep for the rest of your career," Hale said.

This will help soldiers and Army civilians keep in touch with each other from anywhere in the world with just an Internet connection, Hale explained. Any standard e-mail client can access the AKO e-mail, and the AKO portal is accessible from Microsoft Internet Explorer and Netscape Navigator. The e-mail comes with 50 megabytes of storage.

"It was wonderful, discovering that the Army finally has defined permanent e-mail addresses for each soldier

and employee, especially e-mail addresses which can be controlled by the employee to forward to alternate primary e-mail accounts," Lund said.

He also liked the fact that he can log on from his home computer in the United Kingdom with a British Internet service provider.

Hale said the Army is the only service to offer its members an extensive Internet information system. The Navy, Marine Corps and Air Force don't yet have free service-member e-mail or portals, just sites restricted to dot-mil users in addition to their public sites, he said.

AKO at www.us.army.mil is the Army's intranet site, while the Army Homepage at www.army.mil remains its public site. As the intranet site, AKO will allow many Army organizations to use a single authentication source, Hale said.

Several organizations are planning to use the portal to communicate with soldiers and DA civilians as part of their mission. For example, the Army Research Institute plans to conduct Web-based surveys as part of its data-collection mission, he said.

U.S. Army Training and Doctrine Command is testing AKO for use in military education and distance learning. The Army also is considering plans for a link to the e-Army University.

Whether a senior leader needs planning information for a peacekeeping operation or a private needs to know proper ribbon placement on the Class A uniform, Army Knowledge Online can help them to quickly find and use the best knowledge the Army possesses.



Snyder is associate editor of Soldiers magazine. Courtesy of Soldiers magazine.

How do I access AKO?

1. Update browser. Make sure your Internet browser (either Netscape Navigator or Microsoft Internet Explorer) is version 4.0 or higher. If you have an earlier version, you may not be able to fully use the site.
2. Access Army Knowledge Online (AKO). AKO is located at <http://www.us.army.mil>.
3. Apply for an AKO account. All soldiers (active duty, National Guard, Reserves), DA civilians and retirees are eligible for an AKO account. To register, click on the "I'm a new user" link at <http://www.us.army.mil> and fill out the application.

Most Army and military sites can be accessed by going to the Army home-page, the PERSCOM home page or DefenseLink, and clicking on the appropriate icon. This list contains home pages for major subjects and useful sites that can be difficult to find from common military home pages.

All site addresses begin with <http://>

Department of Defense:

DefenseLink

www.defenselink.mil

Joint Chiefs of Staff:

www.dtic.mil/jcs

The Pentagon:

www.defenselink.mil/pubs/pentagon

Defense Finance and Accounting
Service:

www.dfas.mil

Military Funerals:

www.militaryfuneralhonors.osd.mil

General Army Information:

The U.S. Army Homepage

www.army.mil

The Army Intelligence and Security
Command (INSCOM)

www.inscom.army.mil

The Army National Guard, links to
state National Guard headquarters:

www.arng.ngb.army.mil

Army Reserve, including AR-
PERSCOM:

www.army.mil/usar

Civilians—Office of Personnel
Management:

www.opm.gov

Retirees:

[www.odcsper.army.mil/Directora-
tes/retire/retire1.asp](http://www.odcsper.army.mil/Directora-
tes/retire/retire1.asp)

Department of Veterans Affairs:

www.va.gov

Personnel Management:

PERSCOM Online

www-perscom.army.mil

Civilian and Retiree Records:

www.nara.gov/regional

Civilian Personnel Office:

www.cpol.army.mil

Soldiers and Families:

[www.hqda.army.mil/acsimweb/
family/family.htm](http://www.hqda.army.mil/acsimweb/
family/family.htm)

Family, BOSS, MWR, Child and
Youth programs:

trol.redstone.army.mil/mwr

Army Community Service:

[trol.redstone.army.mil/acs/
index.html](http://trol.redstone.army.mil/acs/
index.html)

Basic Housing Allowance:

www.dtic.mil/perdiem/bah.html

Army Housing:

www.armyhousing.net/pcs

Army Career and Alumni Program:

[www.acap.army.mil/acap/
home.shtml](http://www.acap.army.mil/acap/
home.shtml)

TRICARE:

www.tricare.osd.mil

[www.tricare.osd.mil/tricare/benefi-
ciary/tricareprime.html](http://www.tricare.osd.mil/tricare/benefi-
ciary/tricareprime.html)

Dental Care (TRICARE):

[www-perscom.army.mil/tagd/
FMDP.htm](http://www-perscom.army.mil/tagd/
FMDP.htm)

American Red Cross:

[www.redcross.org/afes/sidepgs/
lean.html](http://www.redcross.org/afes/sidepgs/
lean.html)

U.S. Military Academy, including
Preparatory School:

www.usma.edu

Army Schools:

[call.army.mil/call/homepage/
sch_army.htm](http://call.army.mil/call/homepage/
sch_army.htm)

Joint Service Schools:

[call.army.mil/call/homepage/
sch_jnt.htm](http://call.army.mil/call/homepage/
sch_jnt.htm)

Soldiers Online:

www.dtic.mil/soldiers

Reserve Officers Training Corps:

www-rotc.monroe.army.mil

Warrant Officer Career Center:

leav-www.army.mil/wocc

Army Education Center:

www.armyeducation.army.mil

Army Training Support Center:

www.atsc.army.mil

Army Publications:

www.usapa.army.mil

Army Values:

[www.dtic.mil/armylink/graphics/
values.html](http://www.dtic.mil/armylink/graphics/
values.html)

Early Bird:

ebird.dtic.mil

Parameters:

[carlisle-www.army.mil/usawc/
Parameters](http://carlisle-www.army.mil/usawc/
Parameters)

Army Public Affairs:

www.dtic.mil/armylink

Army Knowledge Online:

www.us.army.mil

Digital Library:

www.adtdl.army.mil/atdls.htm

Center for Army Lessons Learned:

call.army.mil/call.html

Shots from



The commander of the 108th Military Intelligence Group, Col. Christine T. Marsh, shows a picture as she reads to Menwith Hill School, England, fifth graders celebrating Read Across America Week March 1. (Photo by Sgt. Benjamin G. King)



Maj. Athena Guy Malloy, operations officer of the 223rd Military Intelligence Battalion, California National Guard, looks over a Korean War fighting position on Gloucester Hill, South Korea, during an Officer Professional Development trip. (Photo by Sgt. Stephen F. Pizzini)



Sgt. John Vela of the 500th Military Intelligence Group's Counterintelligence Detachment-Japan (right) hangs origami cranes on a shrine on Mount Fuji, Japan, as Staff Sgt. Denis Colbert looks on during the group's annual climb to the top of the mountain. (Photo by Sgt. John Jenkins)



Giving all his effort into scoring for his team is Spc. Aron McDaniel of Headquarters and Headquarters Company, 66th Military Intelligence Group, at the Base Support Battalion tournament in February. The team placed second in the Kelley Barracks Community League. (Photo by Jayme Loppnow)

Off goes the safety helmet after Spc. Nathan Arnold of the 115th Military Intelligence Group gets in an unintentional good whack on Sgt. Keith Thayer during alternative physical training in the pugil pit at the Bayonet Assault Course. (Photo by Capt. Michael McCarthy)

Reserve detachment draws soldiers from many states

By Warrant Officer John F. Berry

Sgt. Nancy Botting works for the U.S. Army Intelligence and Security Command at Fort Belvoir, Va. Staff Sgt. Kevin Lucas is a police officer at the University of Michigan. Staff Sgt. William Hoffman installs phone lines and computer networks in Orlando, Fla.

Despite living thousands of miles apart, these Army Reserve soldiers fly to Atlanta six times a year to train with Company A, 345th Military Intelligence Battalion, 81st Reserve Support Group. They are among the unit's 40 soldiers who belong to the Military Intelligence Augmentation Detachment, an Army Reserve organization that enables MI reservists to drill with units thousands of miles from home.

The MIAD officially began in 1992 so the Army could retain qualified MI soldiers in the Army Reserve. Its "MISTE" program forerunner was meant for soldiers leaving active duty

but wanting to stay in the Army Reserve. Downsizing did not reduce the demand for MI soldiers, so MISTE evolved into MIAD, enabling the Army to retain soldiers who speak foreign languages and have high-level security clearances and perishable MI skills.

Company A is among the five battalions, eight language companies and one imagery company throughout the United States that have MIAD soldiers in their ranks. The MIAD accepts only MI-qualified soldiers in the enlisted and warrant officer ranks.

"Our mission is to enhance MI unit readiness," said Sgt. 1st Class Janet Lewis, senior finance NCO with the MIAD detachment based on Fort McPherson near Atlanta. "Our purpose is to fill in the gaps."

And fill the gaps they do.

Six weekends a year and up to two weeks of annual training, the MIAD sends about 400 soldiers, or almost 15 percent of all Army Reserve MI

personnel, from home to drill and back again. The MIAD reimburses soldiers for rental cars, mileage and hotel bills and pays a per diem if they live on the economy.

On these weekends, MIAD soldiers primarily work on languages and MOS skills. A range weekend, basic soldiering skills and paperwork are woven into their training schedules.

Company A's MIAD soldiers come from 17 states. They are about one-quarter of the company's strength. A few drive several hours, but most fly to Atlanta on a Friday night, drill all day Saturday and Sunday, then return home late Sunday, sometimes as late as midnight. Some of the unit's MIAD soldiers fly from Florida, others come from Michigan and one travels from California.

"We take soldiers who live outside of acceptable commuting distances," said Master Sgt. Linda Gray, a former MIAD NCOIC. "New York and New Jersey are close distance wise, but it

Nomads or MIADs?

The rapidly expanding Military Intelligence Augmentation Detachment program matches qualified Army Reserve MI soldiers with MI units, no matter the distance between the two. The MIAD program has almost 400 members.

Where they live:

ALA.	1	ID.	2	N.D.	4
ARIZ.	20	ILL.	19	OHIO	6
CALIF.	21	IND.	10	OKLA.	4
COLO.	10	IOWA	2	ORE.	1
CONN.	1	KY.	7	PA.	6
FLA.	32	LA.	4	S.C.	6
GA.	13	MD.	4	TENN.	10
		MASS.	9	TEXAS	35
		MICH.	7	UTAH	2
		MINN.	3	VT.	1
		MISS.	1	VA.	17
		MO.	22	WASH.	3
		NEB.	1	WIS.	10
		N.J.	3	WYO.	1
		N.M.	5		
		N.Y.	5		
		N.C.	7		

may take half a day to get from one end to another.”

Lucas, who made a combat jump into Panama, said driving from Detroit to Atlanta would take up to 15 hours. His direct flight now takes two hours; it also impresses friends who imagine Lucas enjoying warmer temperatures on a drill weekend in Georgia.

“This isn’t that big of a weather change,” said Lucas, standing under an overcast sky on a winter day with temperatures in the 50s while snow waited for him in Detroit.

On the six drills they don’t travel, reservists must find and drill with any local military unit, be it an Air Force supply squadron or National Guard aviation brigade.

Botting has been with the MIAD since 1996. While studying the Russian language and Eastern European politics at Cornell University, Botting helped that school’s ROTC program and studied Russian when she didn’t fly to Atlanta for drill. She said the MIAD allowed her to mesh her major with her Army skills, a fact that impressed some of her fellow Ivy Leaguers.

“They think it’s impressive I can get the perks the MIAD offers,” said

Joining the MIAD

The MIAD accepts only MI-qualified soldiers in the enlisted and warrant officer ranks who live outside of “acceptable commuting distance” from a reserve unit matching their skills.

- ◆ Leaving active duty? Speak with a reserve career counselor at the outprocessing station.
- ◆ Already in the reserves? Speak with an Army Reserve recruiter.
- ◆ More information: Call 1-800-359-8483, then 464-8443/44 or commercial (404) 464-8443/44.

Botting. “It’s a smart move on the Army’s part to retain qualified linguists and MI soldiers.”

Without MIAD soldiers, former company commander Maj. Gregory Dalferes said his unit’s readiness would suffer. He said recruiting locally would mean delays in mission capability, reduction in unit readiness and spending more money.

“I’m able to pull them from a greater geographical area to staff a unit with intelligence professionals,” Dalferes said. “I would get stuck with having to send more new people to transition training.”

“If you’re a dependent-type soldier who expects to be lead around by the hand, it might not be for you,”

Hoffman said. “And a lot of people (in the Army) expect to be lead around by the nose.”

Occasionally, soldiers have missed drills in Atlanta for being snowed in someplace else. But most soldiers and NCOs have encountered skeptical employers who are curious how a reservist can drill at a unit so far away.

“They do get used to it,” said Warrant Officer Bob Kellenberger, a postal carrier from Tampa, Fla.



Berry, a newspaper reporter in Riverside, Calif., is an Army Reserve warrant officer with Company A, 345th Military Intelligence Battalion.

Tips for a safe summer

The lazy, hazy days of summer bring a need for heightened safety awareness. INSCOM’s Safety Office has these reminders:

Barbecue

Gas grills—If you smell gas there may be a leak. Do not start the grill until you have run a safety check and know there are no problems. Read the operator’s manual.

Charcoal grills—Make sure you allow enough time for your briquettes to warm up. Do not add your own “quick start” such as lighter fluid or gasoline.

Any type of grill attracts children. Do not leave a grill unattended. Always have a fire extinguisher or a hose ready. Do not set your grill too close to the house or under trees.

Never move outdoor grills into the garage or other closed area. Smoldering charcoal in an enclosed area, even with an open window, can build up lethal concentrations of carbon monoxide.

Bicycles

Have the proper safety equipment on your bicycle,

including warning bell, taillight and headlight.

Dress warmly enough in the cold and coolly enough in the heat. Select colors with care. Make sure vehicle drivers see you.

Everyone riding a bicycle on a Defense Department installation is required to wear a bicycle helmet.

Wear the helmet flat atop your head, not tilted back at an angle. Make sure the helmet fits snugly and does not obstruct your field of vision. Make sure the chinstrap fits securely and the buckle stays fastened.

Boating

Don’t overload. Check the boat manufacturer’s capacity plate.

Keep a good lookout and situational awareness of other boats and objects.

Operate at safe and legal speeds. Watch your wake.

Know and respect the weather; heed weather warnings.

Take necessary equipment, such as fire extinguishers and personal flotation devices.

Learn boating laws and obey them. They may vary from state to state.

Never operate a boat while intoxicated.

Command sergeant major's final reenlistment is family affair

By Staff Sgt. Janis Levonitis

The command sergeant major of the U.S. Army Intelligence and Security Command raised his right hand March 16 on the deck of the historic USS Missouri and repeated, after his son, his final oath of reenlistment.

Lots of command sergeants major have their children reenlist them, according to Command Sgt. Major Ronald D. Wright. The uniqueness of this father-and-son team is that Wright, INSCOM's top enlisted soldier, and his son Gregory, an officer, are members of the same command.

Command Sgt. Maj. Wright decided years ago that when it was time for him to take his indefinite oath of reenlistment he would ask his son, a second lieutenant with the 408th Military Intelligence Company, 732nd MI Battalion, 115th MI Group to bestow that honor.

"We (his mom and I) were very happy when Greg was branched MI," said Command Sgt. Maj. Wright. "(This reenlistment) was very moving for me. It was a great opportunity, and we could not have picked a better place."

During the ceremony it was hard to tell who was more proud, the father or the son, but dad took dibs. "There have been many things that Greg has done to make me proud—his birth, when he became an Eagle Scout, his commissioning. I'm a pretty proud dad. He will make a great MI officer," the elder Wright said with a smile.

Lt. Wright's aspirations to join the military began in middle school when his parents encouraged him to excel. Command Sgt. Maj. Wright and his wife, Jeri, pushed education and the importance of college to their two sons.

"It was never an option not to go to college. We always talked about college with the boys, so it was made up in their minds—grow up, go to college," said Command Sgt. Maj. Wright.

Lt. Wright received an Army ROTC scholarship and graduated from the University of Arkansas in 1999.

The command sergeant major said the Army has been a truly worthwhile profession for him, and he expects the same to be true for his oldest son.

"He is here to learn, to participate and to grow as a person and as an soldier. If he chooses the Army for 20 or 30 years or just for his requirement, it will be worthwhile," Command Sgt. Maj. Wright said.

For the younger Wright, it was his father who honored him during his commissioning ceremony by rendering the new lieutenant his first salute and taking his silver dollar, a tradition among newly commissioned officers.



2nd Lt. Gregory Wright (left) administers the oath of reenlistment to his father, Command Sgt. Maj. Ronald D. Wright, aboard the USS Missouri. (Photo by Staff Sgt. Janis Levonitis)

Lt. Wright recalled a military moment in his father's life that was particularly meaningful.

"My mom, my little brother and I pinned dad with his command sergeant major stripes at Fort Hood when dad was with the 522nd MI Battalion, 2nd Armored Division. It was very special for us," he said.

Before leaving Oahu to return to the mainland, Command Sgt. Maj. Wright said INSCOM soldiers can look forward to great things with the new commander, Brig. Gen Keith B. Alexander.

"Brig. Gen. Alexander is a brilliant man, a quick study, and we can expect great things to happen with the continued growth of INSCOM. He is going to keep us on the right path and keep us going strong," he said.



Levonitis is public affairs NCO for the 115th Military Intelligence Group, Schofield Barracks, Hawaii.

Kindergarten class gets help from uniformed teacher's assistant

By Spc. Brian Murphy

Not all soldiers spend their days jumping out of a C-130 airplane or in the driver's hatch of a M1A2 Abrams tank. Some soldiers prefer an environment with carpet squares, snacks and naps.

Spc. Tina Wellenreuther, a signal intelligence analyst assigned to Headquarters and Headquarters Company, 704th Military Intelligence Brigade, has been a volunteer teacher's assistant in the kindergarten class of Van Bokkelen Elementary School since August.

Wellenreuther learned of the job from a former reception-and-holding platoon soldier who helped at the school, near Fort George G. Meade, Md., until she received her top-secret clearance. Wellenreuther, who worked at a Texas high school before joining the Army, immediately asked her

supervisor, Sgt. 1st Class Xavier Walker, if she could work at Van Bokkelen until she received her clearance.

"At first he seemed hesitant," she said. "But we both knew that it would take at least six months for my top-secret clearance, so he talked it over with who he needed to and then told me I could."

Wellenreuther, or "Mrs. Tina" as the children call her, has been working with the kindergartners ever since. She grades some assignments, helps the students with their homework bags and works with small groups.

"The first time I walked into the classroom in my uniform all of the children were staring at me," Wellenreuther said. "They thought it was the coolest thing that I was in the Army. Then they started asking me all sorts of questions, like 'do you know my dad?' or 'do you carry a gun?'"

They wanted to know all about me. A few of the kids have even said when they grow up they want to be a soldier like Mrs. Tina."

The morning kindergarten class has 26 students, and the afternoon class has 35. With only one teacher and one assistant, it isn't difficult to see the challenges in containing such a large classroom of energetic youngsters.

According to instruction assistant Charlene Beardon, who has been with Van Bokkelen for 20 years, Wellenreuther's arrival has been a blessing. "I don't know what we would do without her," Beardon said. "She has been greatly needed. She does so much to help us out. It doesn't matter what we ask of her, she does it right away."

In addition to her time at the school, Wellenreuther also has the everyday soldier tasks to work into her busy schedule.

"I am still a soldier," she said. "I go to (physical fitness training) three times a week. I still report to Sergeant Walker several times each week. I just spend a majority of my day with kindergartners."

Wellenreuther knows she won't be at Van Bokkelen forever, so she's trying to get the most out of her time there.

"This has been the greatest experience," she said. "I enjoy coming to work every day. I know that I am very lucky to have received this opportunity. But it will be difficult for me to say goodbye once I receive my clearance and have to move on. I'll have to come back and visit these kids after I leave."



Murphy is the public affairs NCO for the 704th Military Intelligence Brigade at Fort George G. Meade, Md.



Spc. Tina Wellenreuther, a volunteer teacher's assistant, helps a student on one of the classroom computers at Van Bokkelen Elementary School. (Photo by Spc. Brian Murphy)

Women's History Month

INSCOM salutes women of courage and vision

Women who served as signal intelligence specialists during World War II were recognized March 21 at a ceremony that included the public release of a book about their experiences.

The guests of honor were two former members of the Women's Army Corps who are quoted and pictured in the book, written by Karen Kovach, a writer-editor in the history office of the U.S. Army Intelligence and Security Command at Fort Belvoir, Va. "Breaking Codes, Breaking Barriers: The WACs of the Signal Security Agency, World War II" is the second book Kovach has written.

Mary (Bissinger) Bromble was an enlisted WAC stationed at the

Two Rock Ranch intercept station near Petaluma, Calif. She served as a radio intercept operator from 1943 to 1945. Retired Lt. Col. Martha (Schuchart) Sachs, a training officer during the war, closed the WAC detachments at Two Rock Ranch and at the Vint Hill Farms, Va., listening station, about 50 miles southwest of Washington, D.C.

Retired U.S. Air Force Brig. Gen. Wilma L. Vaught was guest speaker at the event, held at INSCOM headquarters as part of National Women's History Month. In her remarks, Vaught, president of the board of directors of the Women in Military Service for America Memorial Foundation, reviewed seven milestones in



Brig. Gen. Wilma L. Vaught (ret.) speaks about women's military history. (Photo by Bob Bills)

women's military history, starting with the establishment of the Army Nurse Corps in February 1901.

To gather material for the book, Kovach attended the 1999 reunion of Two Rock Ranch WACs in Boise, Idaho, and corresponded with former WACs. "They really wanted to make the point that they

"I think if everyone were being completely honest, it wasn't patriotism or flag-waving that they joined for. We all had a sense of adventure and wanted something different."

Mary (Bissinger) Bromble, radio intercept operator
excerpted from Breaking Codes, Breaking Barriers



WACs were given field radio intercept operator training at Camp Crowder, Mo. Mary Bissinger is second from left. (Photo courtesy of Mary Bromble)



Lt. Col. Martha Sachs (ret.), a veteran of the Women's Army Corps, signs a copy of the WAC history book for INSCOM employee Diane Hamm. Sachs served at Arlington Hall Station during World War II. (Photo by Bob Bills)

didn't win the war, the men in the foxholes did," said Kovach. She also is the author of a biography of Maj. Gen. Dennis Nolan, the Army's first director for intelligence.

Copies of the WAC book are available by contacting Karen Kovach at (703) 706-1638 or kekovac@inscom.army.mil.



WACs at Two Rock Ranch celebrate V-E Day. (U.S. Army photo)

New GI Bill benefits offered

Participants in the Montgomery GI Bill program will be given the option starting May 1 to increase their monthly stipend up to \$800.

Educational benefits legislation enacted into law in November contained a program that will allow MGIB participants the opportunity to make new contributions maximizing the total for soldiers serving on active duty three or more years to \$28,800, an increase of \$5,400.

This amount, combined with annual cost-of-living increases, will definitely help offset education costs for service members, said Lt. Col. George Richon, chief of Recruiting Resources Branch, Enlisted Accessions Division under the Army's deputy chief of staff for personnel. The payment will be matched by a 9-to-1 return on investment if the complete 36 months of benefit is used, Richon said.

The minimum contribution is \$20 and can be made monthly carried over whatever amount of months enrollees decide, up to a maximum total \$600 contribution toward the existing MGIB benefit. All contributions are nonrefundable, Richon said.

Only those personnel who entered active duty on or after July 1, 1985, and enrolled in the MGIB program during the first two weeks of active duty are eligible to participate. Those "hundreds of thousands" of eligible individuals hoping to participate in the optional benefits program must contribute the additional funds only while serving on active duty, Richon said.

Those soldiers who were on active duty Nov. 1, 2000, and will separate prior to May 1, 2001, have until July 31 to contribute through their servicing VA office. Army education centers will inform eligible members separating prior to May 1 of the option program.

Eligible soldiers separating are encouraged to contact the Department of Veterans Affairs at 1-888-GIBILL1 or www.gibill.va.gov/education/benefits.htm for payment procedures. (*Army News Service*)

Web site helps with job search

Hanging up the BDUs to head back to civilian life? When Uncle Sam's paychecks stop, you'll most likely need a job. The Department of Defense wants to help you find one.

Thousands of people are turning to DoD Transportal, the department's new Web site at www.dodtransportal.org for transition assistance in returning to civilian life.

"Transportal is designed to be the service member's doorway to Internet transition and job assistance information," according to Ollie M. Smith, Transition Assistance Program director in DoD's Office of Educational Opportunity.

"Transportal is intended to complement the assistance provided by military transition assistance program managers," Smith said. "People still need to visit their local transition assistance office for preseparation counseling. This is usually part of their normal outprocessing procedures."

The DoD Transition Assistance Program work with the Labor Department and Department of Veterans Affairs to provide counseling, training, workshops, briefings and guidance on the benefits and services available to veterans. Transportal includes a list of the locations and phone numbers of the 212 Transition Assistance Offices worldwide as well as links to related Web sites.

The site also features a section titled "Your Next Career." It includes a mini-course on conducting a successful job search and writing winning resumes. Another mini-course provides instruction on using the Internet to find a job, how to create electronic resumes and avoid Internet scams.

Transportal provides links to job search Web sites that track up to 1.5 million job listings, to 100 corporate recruiting sites and to state job Web sites. You can also post your resume for employers to view. A suggested reading list of job search resources is also included.

The DoD site can be particularly helpful to service members stationed overseas, Smith said. "Without easy access to newspapers and other sources of information on job opportunities in the United States, they must rely on the Internet to find and compete for jobs." (*American Forces Press Service*)

Hints ease military moves

Plan early. Get copies of your orders. Visit your transportation office early. Estimate the weight of your household goods.

This is just some of the advice Military Traffic Management Command officials offer military and civilian personnel and their families who are on the move. The weight of your household goods, stored items and unaccompanied baggage is important in a move because you pay all charges connected with the excess, possibly hundreds to thousands

of dollars, officials said.

The only way to avoid excess weight charges is to stay within your authorized weight allowance by estimating early and disposing of unnecessary possessions. You may not know for months how much your shipment officially weighed, and then it's too late.

Download a copy of the Army "It's Your Move" pamphlet at www.mtmc.army.mil/property/relatedlinks.htm. It's the first listed link on the page. The pamphlet should be useful to members of all the services, with its weight allowance charts and wealth of other information about moving.

Your authorized weight allowances also can be found in the table of Joint Federal Travel Regulations Weight Allowances at <http://books.usapa.belvoir.army.mil:80/cgi-bin/bookmgr/BOOKS/afp7545/TABLES>.

A successful move requires early planning and hard work, officials noted. Members must understand their entitlements and responsibilities concerning shipment of household goods, unaccompanied baggage, boats and firearms. Other tips of interest:

- * An easy and fairly dependable method for estimating the weight of household goods is to figure 1,000 pounds per room, not including storage rooms and bathrooms. Then add the estimated weight of larger appliances and items in the garage and storage rooms.

- * Get appraisals for expensive and valuable items, such as artwork, collectibles and heirlooms. The government will not pay to have appraisals done, but you'll need them if you full value for loss and damage claims.

- * Don't ship small, extremely valuable items such as stocks, bonds, jewelry, coins, coin collections, or items of great sentimental value, such as picture albums. Pack them in hand-carry luggage, not as checked baggage.

- * Don't let the carrier off the hook by waiving your right to have him unpack your shipment. Transportation officials point out movers' contracts include unpacking and then removing all shipping materials and other debris. So, they said, you work free and make it harder on yourself, if not impossible, to prove losses and damages. Don't help load or unload the truck for the same reasons.

- * Take close-up still photos or record videotape pictures of the condition of furniture and other property before they're shipped.

- * Service members being assigned overseas should check with their transportation offices about possible weight restrictions. For instance, some places provide government furniture, and so the government won't pay to

ship your full weight allowance.

- * If you're going to a weight-restricted area, the government will store the remainder of your household goods, up to your full weight allowance, or ship it to a designated location for the duration of your overseas tour. (*American Forces Press Service*)

Legal services posted on Internet

The U. S. Army Judge Advocate General's Corps has launched a legal services Web site, designed as a portal of legal information for military members and their families.

The site, <http://www.jagcnet.army.mil/Legal>, creates a "virtual" legal information and resource knowledge center, said officials. It includes information on personal legal assistance, claims, trial defense and victim/witness information for the Army, provides preventive law information and helps users find the nearest Legal Assistance Office, of any military branch.

The JAG Corps legal site aims to provide soldiers and spouses with information to make informed decisions on personal legal affairs, maintain legal well-being, readiness, avoid consumer scams and otherwise minimize "legal" distractions.

The idea, said Maj. Gen. John D. Altenburg Jr., the assistant judge advocate general and JAG Corps' chief information officer, "is to provide soldiers and family members 24-hour, seven-days desktop access to useful information for their own legal preparedness. It is a great tool for soldiers and spouses to maintain their personal legal affairs." He explained the site does not offer legal advice, rather, information that site users should consider to prevent legal problems or before consulting an attorney.

The JAG Corps legal site has several main areas or pages: a home page listing subject pages and additional information links; a locate legal assistance page that displays links to installation Legal Assistance Web sites and that connects to SITES with instructions for finding military legal services information worldwide; and a locator page that helps site users find a private attorney or a Department of Defense regulation, publication or form.

The JAG Corps legal site will help soldiers obtain general legal information at their convenience—at home or deployed, via the Internet. It eventually may become a comprehensive legal services portal where soldiers and other clients may not only obtain basic preventive law information, but also schedule legal appointments and complete requests for basic legal documents, such as power of attorney, online. (*Army News Service*)

INSCOM Promotions

The commander and staff of the U.S. Intelligence and Security Command extend their congratulations and best wishes to the following soldiers for their accomplishments:

to colonel

Billy W. Antley Jr., 108th MI Group
John W. Ives, National Ground Intelligence Center
Jon M. Jones, INSCOM Headquarters

to major (JAG)

James M. Dorn, 108th MI Group
Robert P. Huston, 501st MI Brigade

to captain

David M. Benedict, 513th MI Brigade
Robert G. Blair III, 109th MI Group
Brian R. Bodenman, 116th MI Group
Angela Brammell, 108th MI Group
Brian J. Carter, 66th MI Group
Justin L. Cheatheam, 66th MI Group
Dudley J. Cobb, 513th MI Group
Claudine A. Cottledge, 501st MI Brigade
Elizabeth M. Duncklee, 902nd MI Group
Robert T. Gerald, 902nd MI Group
Lynda J. Gerhart, 902nd MI Group
Jason R. Graves, 501st MI Brigade
Patrick J. Hickey, INSCOM Headquarters
Micaela R. Hurley, 66th MI Group
Charles A. Johnson, 500th MI Group
Paul A. Jones II, 513th MI Brigade
Jesus A. Losoya Jr., 501st MI Brigade
Lynn R. Magitt, 704th MI Brigade
Christopher M. Martinez, 902nd MI Group
Jeremy J. McKnight, 902nd MI Group
Eric S. McNair, 513th MI Brigade
Zachary F. Miller, 513th MI Brigade
Curtis A. Moseley, 902nd MI Group
Herman K. Park, 501st MI Brigade
Robert B. Rossow, 500th MI Group
Kellie S. Rourke, 501st MI Brigade
Toni K. Sabo, 902nd MI Group
Matthew D. Schumacher, 704th MI Brigade

Neeraj Sethi, 513th MI Brigade
Vikki B. Severn, 500th MI Group
Michelle D. Snyder, 501st MI Brigade
Elayne Staggs, 902nd MI Group
Monica M. Thiel, 115th MI Group
Felicia C. Thomas, 500th MI Group
Timothy J. Tiger, 109th MI Group
John D. Tinch, 501st MI Brigade
Loretta J. Tinning, 115th MI Group
Marc J. Vandriessche, 902nd MI Group
Latisha M. Wayne, NGIC
Harry M. Whitman, 902nd MI Group
Charles F. Willis, 902nd MI Group

to command sergeant major

Donald L. Eveland Jr., 501st MI Brigade
Arter L. Keeter Jr., 704th MI Brigade
Edwin D. Storch, 902nd MI Group
Angelo C. Williams, 66th MI Group

to sergeant major

Gordon V. Cross Jr., 501st MI Brigade
Luis F. Febusortiz, 513th MI Brigade
Robert J. Felder Jr., INSCOM Headquarters
Sammy R. James, 116th MI Group
William J. McDuffie, 501st MI Brigade
William B. Palmer, 902nd MI Group

to master sergeant

Michael L. Ables, JSTARS
George W. Akers, 116th MI Group
Kendrick H. Banks, 501st MI Brigade
Ronald L. Bascue, 115th MI Group
Faye M. Brown, NGIC
Calvin P. Clark, 501st MI Brigade
Scott D. Cleary, 500th MI Group
Paul D. Clemens, 501st MI Brigade
Michael E. Covington, 116th MI Group
Jeffrey H. Curtis, 115th MI Group
Walter E. Floyd, 115th MI Group
Michael E. Harrell, 109th MI Group
Charles W. Hemm, 109th MI Group
Steven S. Hille, 116th MI Group

William E. Hunter, 501st MI Brigade
Timothy R. Johnson, 501st MI Brigade
Richard L. Kenney, 115th MI Group
Jeffrey D. Moser, 500th MI Group
Audrey M. Peterson, 501st MI Brigade
Kenneth M. Phillips, INSCOM Headquarters
Linda M. Richardson, 108th MI Group
Rodney L. Thomas, 501st MI Brigade
Michael L. Rodger, 116th MI Group
Xavier P. Walker, 704th MI Brigade
Gary R. Woods, 513th MI Brigade
Joyce J. Wooten, 66th MI Group

Promotions to sergeant possible without PLDC, says DA

Some specialists who make the promotion cutoff score will soon be able to pin on sergeant stripes before attending the Primary Leadership Development Course.

Beginning in May, specialists who meet the cutoff score for promotion but are operationally deployed, on a temporary profile or on the waiting list to attend PLDC may receive a conditional promotion to sergeant, said Sgt. Maj. Franklin Raby, a personnel policy integrator for the Department of the Army's Office of the Deputy Chief of Staff for Personnel. The conditional promotion can be made only upon a commander's request, Raby said.

The early promotions should increase readiness numbers, he said.

This new initiative, however, may lower the monthly number of specialists selected for promotion, Raby said.

"We select about 2,500 specialists a month to be promoted, but on average only about 80 percent get promoted. The others either separate from the service or lose their eligibility and get removed from the list," Raby said. "Those numbers may fluctuate because we currently have 5,000 specialists who have made the cutoff and are waiting to attend PLDC."

Promotions to staff sergeant should remain the same, Raby said.

"Our promotions are based on projected losses. We select numbers to try to maintain a grade at 100 percent operational. So if we project that a grade is going to suffer a loss because of separation, retirement, promotion or reduction in rank, we base our promotions off of that number."

Raby said that when the actual numbers come in, if they are greater than or less than projected, DCSPER will adjust the next month's promotion cutoff scores to make up that difference. Projections are usually fairly accurate, he said, because they are based on previous promotions during the same time period.

There were 2,500 specialists and 1,300 sergeants selected for promotion in March; however there could have been 1,486 more promotions in "STAR" military occupational specialties if there had been more soldiers on the standing promotion list, Raby said.

MOSs categorized under "STAR" are those that don't have enough soldiers on the standing promotion list to fill their vacancies for sergeant and staff sergeant. In November of last year there were 44 "STAR" MOSs with 1,788 vacancies, in March there are 41 "STAR" MOSs with 1,486 vacancies. Raby said due to structural problems there will always be "STAR" MOSs, but the main problem is that not enough soldiers are being sent to the promotion board.

"The Army is doing a much better job at sending

"But it's the commanders and the NCOs in the field that have to determine if soldiers are ready to be NCOs. We just need to focus on getting soldiers trained up and ready to become noncommissioned officers."

Sgt. Maj. Franklin Raby, personnel policy integrator

soldiers to the board, but we're not getting more soldiers in the right MOSs," Raby said. "There were 1,486 vacancies in March, but there were 12,000 soldiers in those MOSs who were eligible to compete for promotion, but were not on the promotion standing list. When I say eligible I mean they have time in service and time in grade.

"But it's the commanders and the NCOs in the field that have to determine if soldiers are ready to be NCOs. We just need to focus on getting soldiers trained up and ready to become noncommissioned officers."

The promotion board for master sergeant convened Feb. 22, and the list of those selected will be released in mid-April; the sergeant first class board is scheduled to convene May 30 to June 29, and the list will be released in September; the sergeant major board is scheduled to convene Oct. 2 to 24, and the list will be released in late January or early February. (*Army News Service*)

Outstanding unit recognized

The Outstanding Unit Award, acknowledging outstanding intelligence support provided to national and theater organizations, has been presented to Company C of the 66th Military Intelligence Group, Bad Aibling, Germany. Company C representatives received the award at the national convention of the Association of Old Crows in Las Vegas, Nev., last October.

Outstanding unit awards are presented to one organization from each military service, a North Atlantic Treaty Organization and a joint unit. The awards recognize significant contributions to electronic warfare and information superiority during the previous year.

Safety awards presented

Menwith Hill Station and the 3rd Military Intelligence Battalion received command safety awards for fiscal year 2000.

The INSCOM Commanding General's Award for Safety Excellence was awarded to Menwith Hill Station, England. This award is made to the unit with a military and civilian personnel strength of 300 people or more that has made the most significant contributions and achievements in promoting accident prevention and safety awareness. A selection panel reviews nomination packets on the unit's overall safety performance, assessing the efficiency of the accident reporting system, accident prevention and awareness programs and programs supporting the Army and INSCOM safety programs.

The 3rd MI Battalion, 501st MI Brigade, Pyongtaek, South Korea, received the INSCOM Safety Award. It is for units that have a combined military and civilian strength of less than 300.

Freedom medal goes to family member

Brett Jenkins, son of Col. Don W. Jenkins, the Army element commander for the Joint Surveillance Target Attack Radar System, received a George Washington Honor Medal from the Freedoms Foundation at Valley Forge. The Atlanta, Ga., chapter of the foundation recognized Brett for his essay on the subject of "America: Leading the Millennium with Freedom, Prosperity and Happiness." Freedoms Foundation sponsors educational

and awards programs with the mission of keeping liberty alive in the hearts and minds of Americans.

CIA honors NGIC analysts

The Central Intelligence Agency presented National Intelligence Council medallions and certificates of appreciation to seven analysts from the National Ground Intelligence Center, Charlottesville, Va. Michael Rosene, William Feeney, Linda Brown, Paul Karweik, Timothy Powers, Gregory Horton and Judy Nix were recognized for their outstanding contributions to the Scientific and Technical Intelligence Committee and Weapons Space Systems Intelligence Committee.

Journalists receive honors

Public affairs staffs and representatives of several INSCOM units received honors in the major command-level Keith L. Ware journalism competition. First-place winners are: large Army-funded newspapers, The Voice, 704th Military Intelligence Brigade, Fort Meade, Md.; small Army-funded newspapers, The Dagger, 66th MI Group, Darmstadt, Germany; feature articles, Staff Sgt. Janis Levonitis, 115th MI Group, Schofield Barracks, Hawaii; single/standalone photograph, Spc. Brian Murphy, 704th MI Brigade; art/graphics in support of a publication, Spc. Jonathan Ricafrente, 115th MI Group; and Paul D. Savanuck Military Journalist of the Year, Spc. Brian Murphy.

MI group sponsors scholarships

Scholarships in the amount of \$1,000 are available to enlisted soldiers of the Military Intelligence Corps through the Military Intelligence Corps Association. The scholarships, to be awarded to active duty or reserve enlisted members, may be used for attendance at a regionally accredited college or university or at a vocational school operated by a state or by a state-approved authority.

Applicants do not have to be MICA members. The deadline for receipt of applications is May 31, 2001. More information is available at <http://www.micorps.org/scholar.html>.

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Reservations: CPT Gillison (703) 706-2111/DSN 235-2111

Dave Elliott (703) 706-2870/DSN 235-2870

CH-2000

Award-winning catch



“Under the Sea,” by 6-year-old Kayla Stewart, an INSCOM family member, won top honors in the fish and marine life category (ages 9 and under) of the 2001 Joint Services European Fine Arts Exhibit. The Boys & Girls Club of America sponsored the competition through its fine arts program. Artwork of European military finalists was forwarded to the organization’s National Fine Arts Exhibit panel of judges.